Sales Management THE MAGAZINE OF MARKETING

How to Reach
Minds-and HeartsWhen You Talk to People

Page 33

Carbide's Sales Problem: A Product that Isn't Different

Page 64

America's Farmers "Create"
Their Own Prosperity

Page 38





WE'LL HELP YOU PUT IT OVER

Before any program gets airborne, communication is the first step. General Electric, for example, found basic information about transistors indispensable to effective radio set sales.

Dealers, retail salespeople and distributor representatives had to know exactly how transistors work, how they make the new pocket-size radios possible. A fast-paced Jam Handy motion

picture, called "The Mighty Mites of Electronics," put the right points across to the right General Electric people fast!

Next time you'd like to get a running jump on your competition, call on us. We help business sell!

How about costs? We think you'll be as pleasantly surprised by our film economies as the folks at General Electric are.

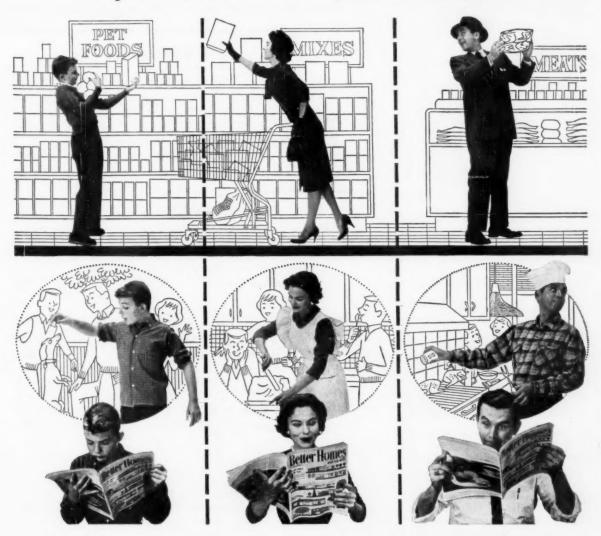
The JAM HANDY Organization

NOTHING SELLS PRODUCTS AND IDEAS LIKE IDEAS

MOTION PICTURES • DRAMATIZATIONS • PRESENTATIONS • VISUALIZATIONS • SLIDEFILMS • TRAINING ASSISTANCE

CALL NEW YORK, JUdson 2-4000 HOLLYWOOD, Hollywood 3-2321 DETROIT, Trinity 5-2450 DAYTON, ENterprise 5289 PITSBURGH, ZEnith 0143 CHICAGO, STate 2-6757

If you want to make a sale...



there's nothing so powerful as an idea.

Better Homes and Gardens makes more sales because it gives people more buying ideas

There's never a food page in Better Homes and Gardens that doesn't "ask for the order," that doesn't say, in effect, "You can do this, too!" But this editorial recipe for exciting people to try it or buy it isn't reserved for food pages only. The magic of ideas moves BH&G readers to decorate, to build, to travel by its pages-to "live by the book." And since an average of 151/2 million men and women read Better

Homes and Gardens each month, that means a lot of people acting on a lot of ideas! Advertising is welcome and productive in Better Homes and Gardens' atmosphere of ideas. For BH&G has a gift for making people want things so much that they're ready to go out and buy them. Meredith of Des Moines . . . America's biggest publisher

> of ideas for today's living and tomorrow's plans

...the family idea magazine

NOW OVER 4,500,000 COPIES MONTHLY

During the year 1/3 of America reads Relief



"J," feeling Jolly
Because of the season,
Dons a Santa Claus suit
For a mighty good reason!

'Tis right before Christmas And all through the land, Hundreds of sponsors Are feeling just grand!

Their spirits are high
And not from libation.
An increase in sales
Has caused their elation!

Hundreds of thousands Of L.A. adults Heard their commercials And produced big results!

The Los Angeles station
Which did this hig task
Was KHJ Radio.
"How?" You may ask.

KHJ's Foreground Sound Is, simply, the answer. No Santa, no sleigh, No Dasher, no Prancer.

We hope we've helped you,
Or that we soon might!
Meanwhile, Merry Christmas
And to all a good night!



Sales Management

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HIGHLIGHTS

REACHING PEOPLE THROUGH TALK

Managing and Selling can be no better than the face-to-face communication involved in them, says psychologist Dr. Jesse S. Nirenberg. But how much of what you say reaches the minds-and hearts-of those you work with? Page 33

SELLING THE SAME PRODUCT DIFFERENTLY

Union Carbide Chemicals Co. is introducing a new product this month-a fluorocarbon called Ucon. Three competitors are already selling fluorocarbons. But while competition sells through mixed forces, Carbide is banking on the marketing concept to push its sales up Page 64 near the leaders.

FARMERS LONG TERM PROSPERITY

What's the story on America's Farm Market? Weather, pests, prices, politics still are im-ponderables. But today's bigger-better farmer also builds his growth. Multi-sided 'scientist', bookkeeper, business-manager-he engineers and organizes free-flowing mass production. With \$13 billion realized net income in 1958, farm families are even bigger customers of your consumer and capital goods. Page 38

THE CASH BUYER'S LAMENT

This is about a man who pays cash. It reads like a fiction story. It's full of pathos, passionate pleas and frustration. The only trouble is, the story's true. This cash buyer found that salesmen didn't know what to do when he pulled out his checkbook. And worse, not only were the products he bought defective, but getting adequate service was as difficult for him as parting the Red Sea.

THE STATUS OF WASH AND WEAR

There are plenty of growing pains, but there's still a big, big potential in the wash and wear market. For the textile industry, this revolutionary development is probably the biggest thing since the perfection of synthetic fibers. The current need greater industry effort to eliminate some of the confusion that now surrounds wash and wear Page 42

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IDEA NO. 147

Miller Adds K-S "Golden-Touch"

K-S

K-5

K-5

"Golden-Touch"
To tie in with their national "Golden Touch of Quality" theme, Miller Brewing Company of Milwaukee designed a "standout" package in gold and red. This called for "eyedentification" at the point of sale... so Miller offered a wide variety of dealer P.O.P. Among the best were this 2-sided door sticker and back-bar or wall plaque, designed and produced by Selling Aids Co.. Milwaukee. Under the watchful eye of Roy Desjardine they were beautifully screened in black, red, and gold on clear polystyrene—then coated with self-sticking kleen-Stik for fast, easy peel-an'-press application.

P.O.P. Ideas Featuring the World's Most Versatile Self-Sticking Adhesive!



IDEA NO. 148

K-S

K-5

K-S

Nautical — and N-Ice!

The plastic Ice Buckets manufactured by Jack's Lamp Co., in Brookline, Mass., are pretty handsome au naturel, as it were—but when they're dressed up with these saucy, salty Kleen-Stik emblems, colorfully screened on Mylar, they're the n-icest! Owner Louis Stern had Nurenberg Studios, Bostondisplay firm, do the job in bright red and blue, with Sam Evans handling the breezy design and Larry Carey the shipshape production. Result: a "see-worthy" decoration that sticks tight despite moisture and cold.

Ahoy. Mr. Advertiser! Steer a straight course for your regu-lar printer, lithographer, or silk sereener, and have him do your next P.O.P. display or la-bel job with Kleen-Stik—the top hand in salesman-ship!

KLEEN-STIK Products, Inc.

7300 W. Wilson Ave. Chicago 31, III

INCOMPARABLE CONVENTION AND SHOW CENTERS IN THE SOUTH

- **Central Locations**
- Flexible meeting space Heavy duty facilities Visual and acoustical devices
- Excellent banquet facilities
 Guest rooms—modern decor. TV
 Hotels 100% air-conditioned
 Ample garage facilities

- Superb restaurants



DINKLER PLAZA

ATLANTA, GA.
Meetings • 25 to 2000
Banquets • to 1500
Guest Rooms • 600



DINKLER -TUTWILER

BIRMINGHAM, ALA. Meetings • 25 to 1800 Banquets • to 1300 Guest Rooms • 450



DINKLER-JEFFERSON DAVIS

MONTGOMERY, ALA. Meetings • 15 to 350 Banquets • to 275 Guest Rooms • 250



DINKLER-ANDREW JACKSON

NASHVILLE, TENN. Meetings • 40 to 400 Banquets • to 350 Guest Rooms • 400



ST. CHARLES

NEW ORLEANS, LA.
Meetings • 12 to 900
Banquets • to 700
Guest Rooms • 500

WRITE SALES MANAGER
AT THE HOTEL OF YOUR CHOICE
FOR COMPLETE CONVENTION BROCHURE.

SYMBOL OF FINE INNKEEPING HOTELS .

CARLING DINKLER, SR., President CARLING DINKLER, JR., Exec. V. P. & Gen. Mgr.

Sales Management

EXECUTIVE OFFICES: 630 Third Ave., New York 17, N. Y., YUkon 6-4800

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ADVERTISING SALES-Offices and personnel listed in Advertisers' Index



Bureau of



Associated Business **Publications**



National Business **Publications**

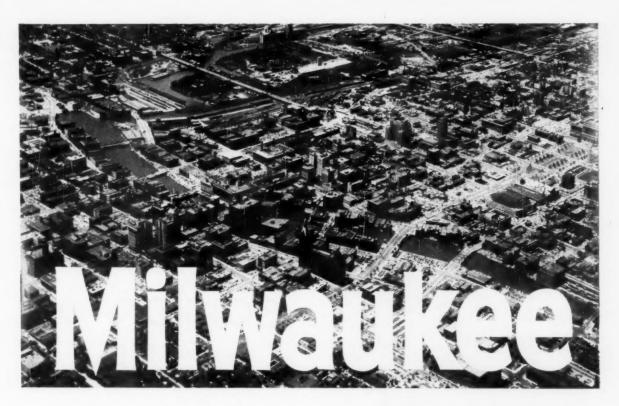


Magazine **Publishers** Association

SALES MANAGEMENT, with which is incorporated PROGRESS, is published the first and third Friday of every month, except in May, July, September and November when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942, at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 630 Third Avenue, New York 17, N. Y.

SALES MEETINGS, Part II of Sales Management, is issued six times a year—in January, March, May, July, September and November. Editorial and production office: 1212 Ciestine, Street, Philadelphia 7, Pa. WAlnut 3-1788; Philip Harrison, Publisher; Robert Lettin, Editor.

Copyright, Sales Management, Inc., 1958



. your 7th largest newspaper market a market of better income families

In only six cities can you reach as many families with ONE daily newspaper as in The Journal in Milwaukee. In none of these can you get the economical one-paper coverage of 9 out of 10 homes provided by The Journal in the Milwaukee metropolitan area. And only four exceed Milwaukee in average family income.

THE MILWAUKEE JOURNAL

All-time high circulation—370,647 daily, 500,424 Sunday National Representatives, O'Mara & Ormsbee, Inc.

Better Customers for 1958

-how Milwaukee ranks among the 20 largest metropolitan areas

20 largest metropolitan areas	
Median Family Income (Bureau of Census)	5th
% Spending Unit Incomes Over \$4,000	3rd
% Spending Unit Incomes Over \$7,000	6th
Median Value of Single Dwelling Units	4th
Retail Store Sales* per Family	2nd
Food Store Sales per Family	
General Mdse. Store Sales* per Family	4th
Automotive Sales per Family *Excluding mail order and other non-store sales. Sources: Bureau of the Census, Sales Management Survey of Buying Pawer, SRDS Consumer	6th

Measured by size of audience, economy of coverage, income and buying habits, Milwaukee easily rates among your top 10 newspaper markets

A new and powerful advertising medium for the Hemisphere's fastest growing market*

Mexican edition of LIFE EN ESPAÑOL

Mexico today is a \$1,200,000,000 import market—and growing fast. Soon advertisers will have a new, direct and effective instrument to reach this spectacularly growing market—the new Mexican edition of LIFE EN ESPAÑOL. Four unique advantages:

Editorial—New emphasis on material of special interest to readers in Mexico, presented as only LIFE EN ESPAÑOL can.

Readership—Large, influential circulation and the highest per-copy readership of any publication in Mexico offer advertisers substantial coverage of Mexico's economically active population.

Advertising Presentation—The finest printing and color reproduction—on LIFE-size pages.

Merchandising—The complete follow-through of Latin America's most merchandisable medium—all of the know-how of the U.S. LIFE adapted to the special needs of the Mexican market.

PUBLICATION DATE—May 18, 1959 CIRCULATION RATE BASE—100,000 Net Paid

For full details write or call: Advertising Director, LIFE EN ESPAÑOL, 9 Rockefeller Plaza, New York 20, New York (JUdson 6-1212).

*Between 1950 and 1957, Mexico's Gross National Product doubled.



Whither Goest Gutless Sponsors?

Many of television's finest dramatic authors are packing their typewriters and heading for Hollywood and the movies. The reason, as voiced by writer Paddy Chayevsky ("Marty"): Squeamish sponsors want "happy shows for happy people." Chayevsky and six other writers who have made their literary mark on TV recently complained of the medium's lack of creative freedom on producer David Susskind's "Open End" discussion program over WNTA-TV in Newark. Complained Robert Alan Arthur ("A Man is Ten Feet Tall"): "TV may be getting to be a medium of mediocrity . . ."

The writers (along with viewers) may be able to take heart. George Abrams, Revlon's vice-president of advertising, told members of the Association of National Advertisers that "television is going to become more daring" when that group met in Virginia last month. Abrams predicted that broadcasters will break out of their sweetness and light strait jackets as they "realize the desire of an independent public for some independent and spirited thinking."

His examples: Dr. Joyce Brothers' discussion of intimate marital relations; "The sort of hot topics paraded on some of our courtroom television dramas, and the Playhouse 90 dramatization of the death of Stalin, all recent breakaways."

He thinks "more will come." Will it? It's hard to say. Sponsors like yourself who have spent years building up a brand image understandably have an inclination to straddle the white line in the middle of the road, to play it safe with everybody. But you might ask yourself these two questions: "By playing it safe with everybody, am I impressing anybody? And if I don't impress them, how can I sell them?"

The Post Woos Influentials

We've just returned from a small, select luncheon given by The Saturday Evening Post at its New York offices in the heart of the Gray Flannel Suit Belt. We were one of 25 guests. In point of fact we're not that exclusive—nor is the Post. The luncheon was only one of many identical affairs the magazine has been hosting recently. The Post's object: to bring together people it considers opinion formers—Influentials—and show them an off-beat, satirical movie called "Showdown at Ulcer Gulch," subtitled "An Adult Eastern." The film was designed for presentation to advertising executives throughout the country.

The Post approach to such people, until now, has been characterized by traditional Philadelphia conservatism. The new ap-



The
Thomas Publishing
Company and its Staff
extends
Appreciation
and Season's
Best Wishes to
more than 12,000
T. R. Advertisers,
to more than
1,600 Agencies
and to all our
Subscribers and
Friends.

THOMAS REGISTER

Product Information Headquarters

TWO NEW MINNESOTA SURVEYS

give you the market facts you want!





1. NEW MALE MARKET STUDY -"MR. MINNESOTA"

A completely new study of an important male market: more than a million mature Minnesota men. Companion piece to the famed Minnesota Homemaker surveys, "Mr. Minnesota" is grounded in the same careful research techniques that have made the Homemakers a "must" for understanding the Minneapolis and Minnesota markets. "Mr. Minnesota" adds a new dimension: masculine buying habits, interests and recreations, product inventories.

2. NEW <u>ANNUAL</u> MINNESOTA HOMEMAKER SURVEY (No. 11)

Bigger (almost doubled in size), covering a wider range of products and buying habits. Projectable to Minnesota's 945,000 households as to what's on hand or last bought, from personal interviews with adult homemakers. Ingenious combination of metropolitan and statewide samples gives the complete picture in both the area's largest metropolitan center (Hennepin County-Minneapolis) and in all Minnesota. Also city-town-farm breakdowns.

These surveys work together to give you information you need about the \$5½ billion Minnesota market.

Minneapolis Star and Tribune

JOHN COWLES, President

635,000 SUNDAY

500,000 DAILY

Write today for your copies. Address requests on your letterhead to Wm. A. Cordingley, National Advertising Manager, Minneapolis Star and Tribune, 5th and Portland, Minneapolis 15, Minn. proach—as typified by this film featuring the Marx Brothers, Bing Crosby, Bob Hope, Ernie Kovacs and Orson Bean—has created quite a stir wherever it has been shown. It makes us wonder: Is this the shape of things to come? Is the American love of humor infiltrating Big Business? Will U.S. Steel follow the Post's lead?

Basically Showdown is a sugar-coated promotional pill. It was written by Ted Key, the Post cartoonist who draws Hazel. And the plot, a frail vehicle featuring Mr. Bean as a Post salesman assigned to Ulcer Gulch (whence no Post salesman ever returns alive), is merely window dressing for the promotion. But with the use of humor, color photography and the glamor of big names, the promotion slides down as easily as pot de creme.

Winning Words

"A single death is a tragedy, a million deaths is a statistic."

This statement by the late Joseph Stalin was quoted by Walter O'Meara of Sullivan, Stauffer, Colwell & Bayles before a recent meeting of American Association of Advertising Agencies.

The gist of his talk was: Facts and figures are fine. But people are sold—one at a time—on what a product or service can do for them.

"Statistics," O'Meara added, "have never moved people to any kind of action.

"The statistics of the Battle of Britain were staggering: 13 Spitfires, at the end, against the whole Luftwaffe. But it was Churchill's 10 immortal words . . . that stirred the world."

Churchill's words: "Never have so many owed so much to so few."

Those words spurred a lot of individual actions in Britain and other parts of the world.

Dare Take this Test?

"A few years ago I turned our rating system into reverse and had the eight staff members who reported directly to me anonymously rate me. The results provided one of the surprises of my life, and knocked the complacency out of me in a hurry."

So said John A. Spencer, manager of G-E's marketing personnel department at the 32nd conference of the Sales Executives of St. Louis last month.

The challenge Spencer threw at the meeting is one most of us meet every day: The men we lead constantly rate us—to each other.

As he suggests, why not let them tell you.

JUST LIKE TROY



people
REACT
to the
voice and vision
of NBC in
South Bend - Elkhart

WNDU-TV CHANNEL 16

COVERS

CUSTOM DESIGNED & MANUFACTURED •



FOR

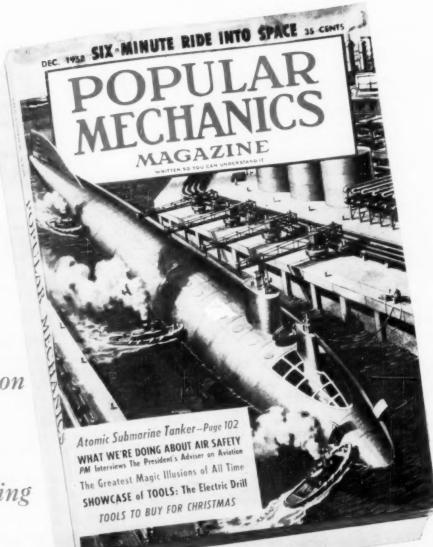
CATALOGS
SALES MANUALS
SAMPLE BOOKS
RING BINDERS
SERVICE MANUALS
WALLPAPER BOOKS
PRESENTATIONS

THE S. K. SMITH CO. 2857 N. WESTERN AVE., CHICAGO 18

NEW YORK 17 CLEVELAND 13 LOS ANGELES 45

The Hearst

announces the purchase of



First in Circulation

First in Advertising

Corporation

With the addition of POPULAR MECHANICS to its list of special interest magazines, THE HEARST CORPORATION continues its program of planned, progressive expansion.

A leader in its field for over half a century, POPULAR MECHANICS fits well into the Hearst philosophy of publishing—namely, service to readers based on an intimate understanding of their wants and interests.

The bright promise of tomorrow...Since 1902, POPULAR MECHANICS has been dedicated to that role of service. When electric power was primitive, it forecast the bright promise of today's appliances. When the automobile sputtered and churned, it confidently predicted and encouraged its progress. When timid souls at the beginning of the century said man would never fly, POPULAR MECHANICS scorned the scoffers, cheered the pioneers.

And today, as man conquers space, it continues to report with authority on his infinite quest for the new, the strong, the good.

1,300,000 circulation plus 5 foreign editions... This editorial policy of boldness, imagination and foresight has attracted more than 1,300,000 circulation among eager young American readers.

Also, POPULAR MECHANICS is now published in five foreign editions: MECANIQUE POPULAIRE (French), MECANICA POPULAR (Spanish), POPULAER MEKANIK (Danish), POPULAR MEKANIK (Swedish), POPULARE MECHANIK (German).

New horizons are ahead for POPULAR MECHANICS—widening horizons, leading to even more ambitious goals, because this latest member of our family will now enjoy all the resources of the HEARST CORPORATION: Financial, editorial, advertising, publishing.

Hearst Magazines Cosmopolitan

Hearst Newspapers

Albany Times-Union
Baltimore News-Post
and Sunday American
Boston Record-American
and Sunday Advertiser
Detroit Times

American Druggist

Good Housekeeping

Harper's Bazaar
House Beautiful
Motor
Motor Boating

Los Angeles Examiner
Los Angeles Herald-Express
Milwaukee Sentinel
New York Journal-American
New York Mirror
Pittsburgh Sun-Telegraph

New Medical Materia Popular Mechanics Science Digest Sports Afield Town & Country

San Antonio Light
San Francisco Call-Bulletin
San Francisco Examiner
Seattle Post-Intelligencer
The American Weekly
Puck—The Comic Weekly



ADVERTISING IN BUSINESSPAPERS MEANS BUSINESS

... especially when it is prepared with an informed eye for the enormous po-tential of the business press, and the knowledge of how to harness its selling power for a product or service. ABP has prepared a number of folders to help you put more of a sales punch into your businesspaper advertising. They're yours for the asking.

Send for these ABP ad-helps

1. THE EFFECT OF RECESSION AD CUTS ON SALES AND PROFITS. Here are facts, charts and figures spelling out the relationship between cutting advertising and reducing profits. The Buchen Company studied advertising and sales records to determine the effect on sales of ad cuts made both during a recession year and the year following. Here's a report you'll want to read, study and show "upstairs."

2. BUSINESSPAPER READERSHIP AMONG LEADING RETAILERS. 358 winners of the Brand Name Foundation Awards, representing 24 different trades, were questioned-in-depth on their reactions to businesspaper advertising. The survey results include ideas on how to improve businesspaper ads and verbatim reactions to advertising. Every advertiser to business will find helpful ideas and information in this study. No charge.

3. FAST FACTS. A handy palm-of-the-hand booklet, that packs a fist-sized punch, bringing advertisers up-to-the-minute on the basic facts about businesspapers and business-paper advertising. It's quick, easy-to-read, and filled with "shirt-sleeve" information on circulation, editorial, readership, advertising, costs . . . and much more. No charge,

Just drop us a line. Or ask any ABP paper in your field . . .

ASSOCIATED (BUSINESS PUBLICATIONS

CORPORATE CLOSE-UP Hazel Bishop

Renaissance of Hazel Bishop

Late last summer, Hazel Bishop, Inc., had less than a half dozen cosmetic salesmen covering the entire country. Its dealer system was weak and ineffectual, its research half-hearted. Sales were bad. Exact figures are not available (Hazel Bishop is a privately held corporation). However, during the years immediately preceding 1958, the curve continued to fall.

In an era of "critical re-evaluations" the company took its cue. The renaissance began with appointment of Robert G. Urban as president.

Now, some four months later, nothing is the same.

Under Urban, Hazel Bishop salesmen are spreading the word by means of a revamped and enlarged 52-man sales force. (" . . . And we'll add as many men as needed to service and promote Hazel Bishop throughout the United States.") For control, seven sales divisions covering the entire country have been created, with a division sales manager in charge of each.

Says Urban, "We want the managers in New York every four to six weeks. This will provide a two-way street, not only keeping the field men up to date, but, at the same time, keeping those of us in the home office fully informed on what is needed in the field."

"Division managers," he continues, "will call on specified accounts on a monthly basis, or more frequently, if required. They will be backed up by salesmen who will service accounts between divisional calls as well as detail dealer outlets in their own zones.'

Hazel Bishop's advertising budget received the Urban touch. While this was one area that had received attention in the past, it was, nevertheless, rebuilt.

The backbone of the new campaign will be spot TV announcements which are already on 134 stations in the U.S. and which, the company estimates, are now reaching 86% of TV homes.

The TV campaign is backed up by full-color ads in such periodicals as Glamour, Charm, Mademoiselle, Coronet and Esquire.

About the campaign, Urban comments, "In those markets where TV saturation has been achieved, we've already noted a terrific pickup in sales, not only on the items advertised specifically, but on the entire line." By cutting down on dramatic presentations and increasing TV spot announcements, the company was able to double its TV exposure while reducing its appropriation for this medium by 40%.

Again, under Urban, the company has undertaken to train dealer salesmen. Home office people lecture at special meetings where the dealer salesman is oriented to the Hazel Bishop way of doing things.

The product line was pruned - slow-turnover products were eliminated. Research in new product areas was substituted. Recently, the company announced that four new product lines are well on the way to completion and should greatly improve its competitive position.

For many company distributors, sales for the last quarter are up 400%. Product pruning and dealer/salesmen training are credited.

Another benefit of eliminating slow-turnover products has been the creation of a much healthier inventory situation. As a result, the basic distribution pattern has been strengthened.

A look at packaging produced immediate action. The company recovered merchandise, replaced it with new packages that have the lushness and elegance that from now on will be a Hazel Bishop trade-

Dealers soon will get another boost with the arrival of their new in-store displays - designed to give Hazel Bishop products "a home" on cosmetic shelves.

With "re-organization man" Bob Urban at the helm, Hazel Bishop has just begun to fight.



BUSINESS MEN ASK THEMSELVES: "WHAT'S IN IT FOR ME?"

Something very real motivates the man who reads a business publication. That motivation is: What's in it for me?

He reads for profit, not for pleasure. He's searching for facts. For fresh ideas. For new products he can put to work. For information he needs to make decisions.

What's in it for you? Plenty—because the man who reads business publications reads the advertising with the same intense concentration he gives the editorial pages.

Let him concentrate on your sales message.

Concentrate your advertising money where there's business to be had.

No advertising is better than the businesspaper it appears in.

You know that a businesspaper's worth depends on its editorial strength. And you know that your advertising achieves peak efficiency in the businesspapers with the greatest editorial strength.

How do you choose among them? One positive way is by recognition of the ABP symbol. It's been a sure indication of editorial independence and publishing integrity for more than 50 years.

Another practical way: check the paid circulation. People don't keep paying for business publications they don't read. All ABP papers are bought and paid for. All are members of ABC. Currently, more than 3 million subscribers spend over \$15,500,000 to read them.

Place your confidence and your advertising in an ABP paper. It's a businesspaper read by men who mean business.

MOST OF THE BETTER
BUSINESS PUBLICATIONS
DISPLAY THIS SYMBOL.

\$1,000,000 in

Mutual Fund cash sales in less than 10 months...



Alfred J. Roach, Sales Manager Mutual Funds Department Edwards & Hanly, Hempstead, N.Y.

that's the result of motivational selling techniques I acquired from the Dale Carnegie Sales Course

- "I had many doubts about the Dale Carnegie Sales Course when I enrolled in January, 1957. For years I'd sold successfully in a related field and had already taken two other sales courses. But after the first Dale Carnegie session I recognized that this training was different.
- As I began to master the new concepts of motivational selling that are stressed in the Course, my sales began to rise. During the 12 weeks of the Dale Carnegie Sales Course, my production increased over 100%! And that's not all. Two months later I was promoted to sales manager of the mutual funds department in my firm.
- Now 18 months after having completed the Sales Course, I have reached one of the most important milestones in my career. In less than 10 monthssince January of this year-I have personally made over \$1,000,000 in mutual fund cash sales!
- I know that this good fortune has been due, in

large measure, to the motivation techniques which I learned in the Dale Carnegie Sales Course."

12-WEEK SALES COURSE NOW AVAILABLE IN 151 CITIES

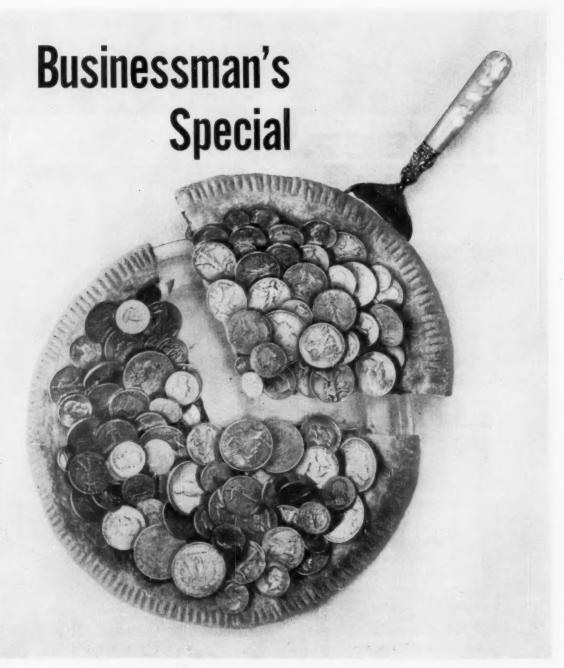
Salesmen are welcome to visit any class, in any city at any time, because identical methods of sales training are used in all cities. Both management and sales representatives will find this Course worth investigating-just use your company letterhead to request full details.



DALE CARNEGIE

DEP1. SM5931,15 WEST 46TH STREET, NEW YORK CITY 36, N.Y.

In its objectives, method and application, this course of practical training in salesmanship differs entirely from the Dale Carnegie Course in Effective Speaking, Leadership, and Human Relations.



National advertisers please note: More than a third of U.S. retail sales are made in the 3000 markets where Parade is read every Sunday up and down nearly every street in town.

Parade Magazine section of more than 60 fine newspapers covering some 3000 markets with more than 17 million readers every week.



IN 1867..

Arizona Pioneer, Darrell Duppa,

surveying the ruins of an ancient Indian civilization

said: "AND THE CITY SHALL RISE PHOENIX-LIKE

FROM THE ASHES OF THE PAST"

TODAY.

Arizona Leads Nation In:

> Valley National Ban Statistical Review 1947 vs. 1957

REPUBLIC

The State's Greatest Newspaper

Gazette

trizona's Progressive Newspaper

Fifty cents of every dollar spent in Arizona is spent in Metropolitan Phoenix.

SIGNIFICANT TRENDS

Marketing News as Viewed by the Editors

Is Marketing Concept Key to the 60's? . . .

The business bottleneck in the 1960's will be a lack of know-how and a shortage of facilities for marketing of new products in an expanding economy. So says Peter Hilton, president of Kastor, Hilton, Chesley & Clifford, an ad agency. A solution for some companies, says Hilton, will be the establishment of a corporate marketing director.

Hilton contends that there is presently no shortage of new products for the future and there will be no shortage of new products in the years ahead. Under-consumption poses a greater threat to the economy of the next 10 years than over-production, and the answer to this threat, he advances, is improved marketing know-how within the individual corporation.

"I believe that one of the most significant corporate trends of the past dozen years," says Hilton, "has been the increase in the number of marketing directors in firms that have never previously had an executive so designated. . . . While his function may vary from company to company, he is today generally regarded to be the keeper of the marketing concept. Most often, he is responsible for the coordination of advertising and sales; determining marketing needs before making a product; advance planning; keying all sales efforts to profitable volume, not just volume. Marketing directors are expected to keep these activities on target and get into the act as a catalyzer and control along the line.

"One of the basic differences between a sales manager and a marketing manager," Hilton points out, "may be said to be 'profit consciousness' rather than sales or volume consciousness."

Hilton predicts that in the 1960's more company presidents will emerge from the ranks of marketing directors than from production, finance or "sales."

... Or Is Salesman Stimulation the Answer?

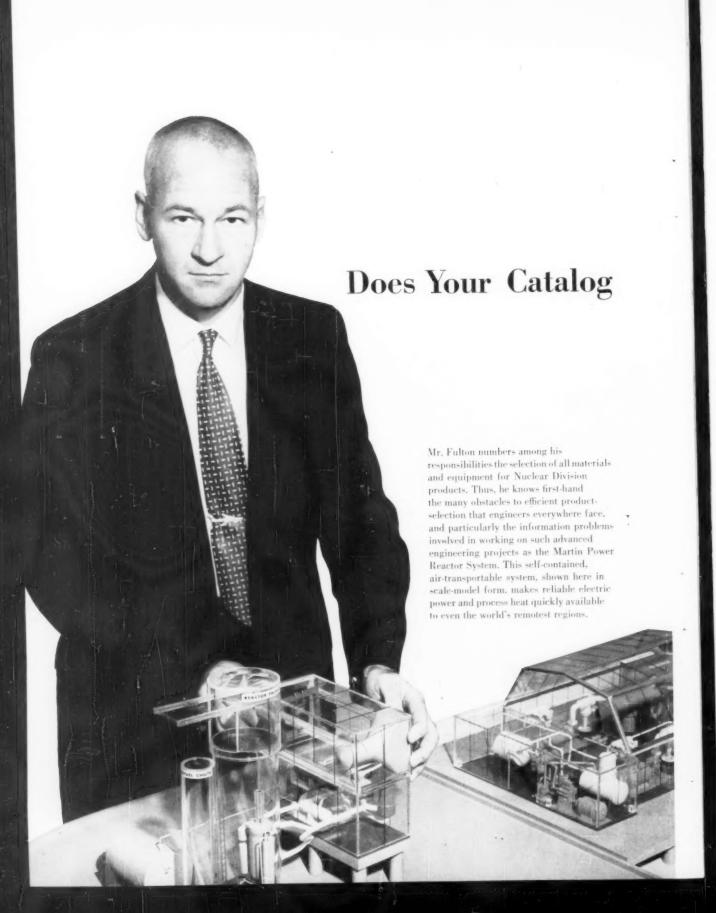
There is little doubt in the minds of progressive marketers that the marketing concept is the longrange answer to over-all sales. But, for short-range goals, operating sales executives seem to be looking for ways to prod salesmen to produce more.

National Sales Executives, Inc., recently asked members to check off the 15 problems, on a list of 58, that were giving them the biggest headaches at the moment. Respondents were remarkably consistent in checking "new sales production stimuli" as their most urgent need. According to Al N. Seares, president of NSE, they rank their major problem areas as follows:

- Effective motivation (incentives for salesmen)
- 2. Increasing effective selling time (more calls per salesman)
- Development of creative selling techniques
- 4. Training and performance evaluation
- 5. Effective sales supervision practices
- 6. Recruitment, interviewing and selection
- 7. Planning successful sales meetings
- 8. Betterment of salesmen's attitudes
- 9. Proper use of sales promotion aids
- 10. Effective sales forecasting techniques
- 11. Development of sales supervisors
- 12. Profitable sales analysis by salesmen
- 13. Measuring the impact of competitive practices
- 14. Setting equitable sales quotas
- 15. Buver motivation data

Respondents among NSE's 30,000 members also took the time to volunteer 142 other problem areas (beyond the 58 in the questionnaire) to which they were devoting their attention.

(continued on page 20)



*Too often, the products of possible suppliers are eliminated from consideration for our development projects because of difficulty in locating adequate design data.

"Our experience indicates that manufacturers' catalogs most effectively provide the kinds of design data we need. The catalogs we locate and use easiest are those contained in our Sweet's Catalog Files. A company's products are unlikely to be eliminated from our consideration if pertinent design data is available to us in Sweet's. \P

George P. Fulton, Chief, Design Section, Nuclear Division The Martin Company, Baltimore, Maryland

Program Match Engineering's Needs?

Engineering's advances inevitably create new application opportunities for thousands of products. And when your catalog program makes sure your products can be considered whenever new applications for them develop, you invariably encourage broader use of your products and increase your selling opportunities.

Your catalog assures such consideration of your products, however, *only when* it is always easy for your potential customers to find and use.

Sweet's service is your surest way to meet this

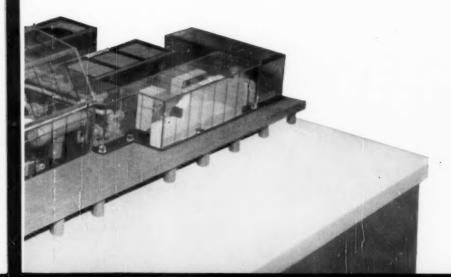
basic need of buyers for instant access to your catalog at all times. The catalogs of over 1,700 manufacturers are currently maintained by Sweet's in the 124,000 most important offices in the design engineering, plant engineering, metalworking production, and building markets, These Sweet's maintained catalogs are the *most-used* catalogs in industry.

Full information on this unique, buyer-oriented, low-cost service is quickly available through the nearest Sweet's office.



Division of E. W. Dodge Corporation, 119 West 40th Street, New York 18, N. Y.-Service offices in all principal cities,

Sweet's helps you market . . . the way industry wants to buy



Profile of a Good Distributor

National Distillers recently presented gold medals of merit to the top 11 of its distributors. There's nothing particularly unusual about a company paying tribute to those who have played a big part in its success. Interesting to us, however, were the criteria by which these distributors were selected from among the many handling National's brands.

The following were some of the factors considered in picking the 11 (a good list, in our opinion):

- 1. Length of time as a distributor
- 2. Importance in a market
- 3. Minimum of conflicting lines
- 4. Adequacy of inventories
- The house is a selling organization, not a delivery agent
- 6. Distributor has modern sales controls
- House has a well-trained sales force for intense coverage of the trade, with good supervision
- 8. It has distribution effectiveness in depth and sizes
- 9. Salesmen show interest in point-of-sale
- House has adequate merchandising service to trade and good delivery service.

Packaging May Break Language Barrier

"A European would be lost in a U. S. supermarket. He couldn't even find a package of soap, because there's nothing in the market or in the wrapping to indicate what's inside what."

The observation is by Harley Earl, a designer who doubles as vp in charge of styling for General Motors and operator of an independent industrial design firm in Detroit. He sees no special problem for manufacturers and supermarket operators right now. Most of our present complement of European visitors is composed of diplomatic dignitaries, he notes. "But, it won't do for the next decade when jet travel will stimulate inter-

continental tourist exchange beyond our dreams."

With Europe only six hours away and plane fares coming down to pocketbook size, the ocean will no longer divide one national group from another, Earl believes. And he predicts: "Design will break the language barrier" . . . The jet age will obsolete present American packaging techniques and revolutionize the appearance of the typical American supermarket.

Earl's picture of things to come: international packaging symbols on standard products, such as detergents, toothpastes, drugs and soups; a big shift to "see-through packages," enclosed in transparent plastic materials. Supermarket aisles will give way to individual departments where signs which use symbols instead of words will guide the non-English speaking visitor.

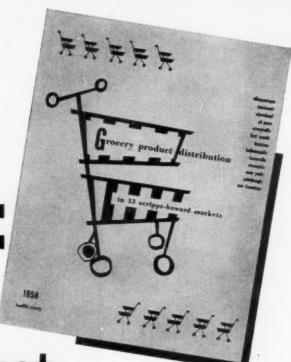
"European markets," says Earl, "will reciprocate in kind. They are actually ahead of America in this kind of design. Their road signs are much easier for the non-reader to understand than ours. Europe could teach us a trick or two about the art of silent salesmanship."

INTERESTING, IF NOT SIGNIFICANT . . .

Only one family out of five is a typical American family of four members. In fact, nearly 25% of all families have five members or more; 33% consist of just two persons . . . Two out of five family heads have only an elementary school education . . . The 165,000 boat trailers sold last year represented a 768% increase over 1950 . . . Children five to nine years of age remember outdoor advertising posters slightly better than adults do . . . Some 12% of total auto production goes to fleet users . . . Americans are gulping 10 million more cups of coffee per day than they did last year. Average per capita (over 10 years old) is 3.6 cups daily. In 1950, it was only 3.1 cups . . . The average supermarket with a total volume of \$18,500 a week, derives \$943 of this amount through sales of non-foods . . .

NOW READY:

SCRIPPS-HOWARD'S 12th ANNUAL



Grocery Product Distribution Survey Report!

67 GROCERY PRODUCT CLASSIFICATIONS

Sixty-seven classifications and sub-classifications of products normally sold in grocery stores are included in this survey report. It shows the percent of distribution, brand by brand and market by market of thousands of brands.

STRONG AND WEAK MARKET SITUATIONS REVEALED

Even some of the nation's most widely recognized brand names have some weak spots in their patterns of distribution. This survey shows where they are.

13 CITIES SURVEYED

The field work was done by 13 Scripps-Howard newspapers from coast to coast. Here are the cities represented: Albuquerque, Cincinnati, Cleveland, El Paso, Evansville, Fort Worth, Houston, Indianapolis, Knoxville, Memphis, New York, Pittsburgh and San Francisco.

REPORTS AVAILABLE UPON REQUEST

Any Scripps-Howard newspaper or advertising office will supply you with a copy of this 12th Annual Grocery Product Distribution Survey Report. Write or phone today.

SCRIPPS-HOWARD NEWSPAPERS

EVANSVILLE Press
HOUSTON Press
FORT WORTH Press
ALBUQUERQUE Tribune
EL PASO Heroid-Past

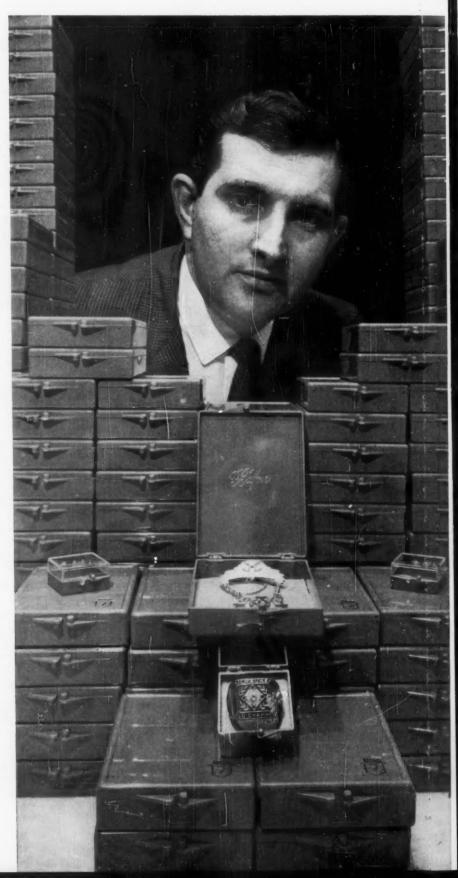
Chicago San Francisco Detroit Cincinneti Philadelphia Dallas

General Advertising Department, 230 Park Avenue, New York City

DECEMBER 19, 1958

L. G. Balfour Company to Diamond Plastic Box Company:

"Your molded packaging helped us reduce package inventory by 75% and cut shipping costs 50%."



A few of the molded plastic boxes used to package the rings, insignia, fraternity pins, and bracelets made by Balfour are displayed by Mr. Bob Greene, Director of Design,
L. G. Balfour Company,
Attleboro, Massachusetts.



The creative package molder manufactures packages in designs, sizes, and colors to suit a multitude of packaging requirements. These highly effective packages are molded by the Diamond Plastic Box Company, P.O. Box 326, Roanoke, Va.

Mr. Bob Greene, Director of Design, L. G. Balfour Company, reporting:

"We made this move to molded packaging to modernize our packaging and streamline our handling and shipping procedures. The initial result was so promising that we have switched exclusively to molded plastic packaging by Diamond Plastic Box Company.

"The result is that we have reduced our per-unit package costs as well as cutting our shipping costs in half. This means real money to us since much of our business is transacted by mail. In addition, where we previously inventoried 50 standard jewelry packages, we have been able to reduce this to 12.

"We also gained important merchandising benefits from this changeover. These packages look substantial and valuable in our advertising literature. They provide a perfect setting for quality jewelry. The lustrous 'Balfour Blue' color of the box, die-stamped with our new trademark in chrome undoubtedly contributes to the sales appeal of our product.

"Furthermore, these molded packages protect the jewelry from tarnish, preserving the intrinsic value of the metal... and since much of our jewelry includes graduating rings for various colleges and universities, this protection is necessary."

Here's another case where the creative package molder offered valuable assistance in design and production to provide an effective package. Perhaps molded plastic packaging and the creative package molder can provide the right answer for your products' package. Monsanto can help you find out by evaluating your product at no obligation to you.

Send the coupon for your free copy of "The Molded Plastics Package Evaluator." It's a time-saving guide which will help you determine whether molded plastic packaging is as profitable for your product as it has been for hundreds of marketers in many fields.

Send for free copy of "THE MOLDED PACKAGE EVALUATOR"



*LUSTREX: REG. U. S. PAT. OFF.

Monsanto supplies a large variety of Lustrex* styrene molding compounds to America's leading molders of plastic packaging.



Be sure you have complete coverage of

those who purchase-control
the heating, piping and
air conditioning market....

Individually, or in combination, these 4 factors purchase-control *every* job in the industrial-large building field. An established fact!

So isn't it logical to do this?... Put first things first. Place your major advertising effort in the publication that carries you through to ALL of "The Big Four." Concentrate in the magazine that puts your advertising face-to-face with ALL the factors who count . . . those engineers and contractors who specialize in heating, piping and air conditioning.

HEATING, PIPING & AIR CONDITIONING does precisely that! It's edited for, paid for, and read by those you must sell: The Big Four. Clearly, it's the stand-out magazine in the field.

Want proof? HP&AC has the largest and only fully paid circulation, leads by over 2 to 1 in advertising volume, has more advertisers, is used exclusively by more advertisers, and carries more editorial by far.

Don't settle for less. Don't sell yourself short. Concentrate your advertising in HP&AC—the one book that does so much for you.

The BigFour

CONSULTING ENGINEERS

MECHANICAL CONTRACTORS

ENGINEERS in INDUSTRIAL PLANTS

ENGINEERS in LARGE BUILDINGS



Heating, Piping & Air Conditioning

Air Conditioning Headquarters
KEENEY PUBLISHING CO., 6 N. MICHIGAN AVE., CHICAGO 2





aggressive Kansas City

I am an ardent reader of Sales Management and I found your article on "Rebirth of the Downtown City" most interesting [Nov. 10, p. 102]. It is an excellent article and a most informative one.

However, I was amazed to find Kansas City, Mo., excluded. You will find that Kansas City's redevelopment and renewal program is one of the most aggressive in the nation, if not absolutely tops! It is considered a "model" in its forward planning and current action in revitalizing the downtown area of Kansas City.

Harold L. Jenkins

Vice President Traders National Bank Kansas City, Mo.

the GM glacier

Congratulations on the General Motors marketing story in your Nov. 7 issue ["Can the Others Check GM's Marketing Glacier?" p. 33].

This is really an historic piece and I think you will hear about it for a long time

it for a long time.

. . . At one time I was a successful automobile dealer and therefore appreciate the facts in your excellent article.

Keep up the good work.

Philip J. Kelly

Vice President Lynn Baker, Inc. New York, N. Y.

Just finished reading your article in the Nov. 7 issue of Sales Management on the subject of GM.

I have been a purchaser of GM cars for 25 years. Now that it has 53% of the market and is going to change models every year, I don't want any more of its cars. In fact, I just bought a new Dodge, my first ownership of a Chrysler product.

When a company gets 53% of the market in as big a field as the automotive, it gets to the point where it is almost a monopoly. I would hate to see GM put Ford, Chrysler and Rambler out of business. Your article certainly didn't help the situation any. It gave GM a terrific send-off. Seventy-five percent of your story was on GM and 25% on Ford and Chrysler combined. GM ought to send you a check for \$10 million.

Maybe you like monopolies, but if GM made all the cars in the U.S. you can be sure that it would begin to use a baseball bat and shotgun on the customers by charging them \$5,000 to \$10,000 for a car, if it thought it could get away with it. I am sure I am not the only one in the U.S. who thinks automobiles are out of line in the prices being charged, by at least \$1,000 a car.

Anyway, congratulations on giving GM such fine publicity.

Carl H. Sigler Vice President-Merchandising Gordon Best Co., Inc. Chicago, Ill.

office copies get around

You may be gratified to know that in addition to our Schenley library subscription for Sales Management, several of our executives have subscriptions coming to them at the office.

As a matter of fact, one of our office copies containing your editorial comments was shown to me by a member of our staff the day we received the Nov. 7 issue ["Bourbon-Flavored Culture," p. 71

We are all aware of the editorial interest your magazine has shown in our industry. We admire and are preserving the splendid article in your Sept. 10 issue entitled, "Water of Life," [p. 22].

Lewis S. Rosenstiel

Chairman Schenley Industries, Inc. New York, N. Y.

cashing in across the border

That was an interesting article in your Nov. 10 issue—"Is the U.S.-Canadian Border a Marketing Barrier?" [p. 100].

In the main, it was sound, and

QUAD-CITIES

ROCK ISLAND . MOLINE . E. MOLINE . DAVENPORT

now the nation's

47th

TV MARKET

according to Television Age Magazine

RETAIL SALES are above the national average. Rock Island, Moline, East Moline are rated as "preferred cities" by Sales Management magazine every month this year. You too, can expect above-average sales if

you BUY WHBF-TV NOW!

WHBF-TV

CBS FOR THE QUAD-CITIES
Scott County, Iowa, Rock Island County, Illinois
Represented by Avery-Knodel, Inc.



WESTERN MONTANA

KMSO channel 13 - 191,000 watts, reaching 47,000 homes

KGVO radio — first choice of 42,000 families

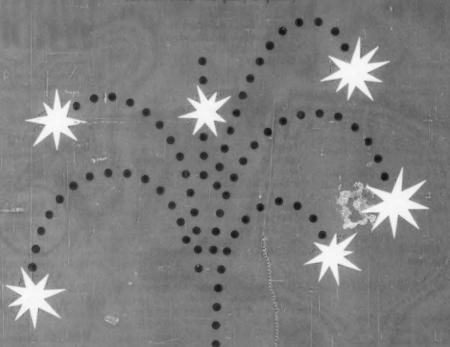
CBS NBC ABC

GILL-PERNA Rep or direct MISSOULA, MONTANA

Activates

The New Yorker was selected by over 250 advertising agencies both here and abroad to serve* their clients last year. Their accounts (over 1500 of them) found that The New Yorker activates its readers to buy.

The New Yorker sells quality in quantity.





NEW YORKER

New York, Chicago, San Francisco, Los Angeles, Atlanta, London

the comments on "spill-over circulation" into Canada from the United States were much in line with our own experiences and observations. However, some advertisers overestimate this influence and, because of it, refrain from using the strictly Canadian publications addressed specifically to Canadian

-501-

My personal observations—made over several decades in the Canadian publishing field—lead me to believe that this "spill-over advertising" builds a foundation of respect and knowledge in Canada for a company or its products that only bursts into real buying interest when advertising also appears in Canadian publications.

In short, if a U.S. advertiser wants to really cash in on his U.S. overflow, let him add to it some Canadian advertising. He will be surprised and delighted at the results.

Norman McHardy, Sr.

President
Age Publications Limited
Toronto, Ont.

no longer alone

Over three years ago, I embarked—with my agency—on a new program of client service and counsel in the field of marketing.

Up to a year ago, we felt very much "alone"... then we subscribed to Sales Management. There is so much meat in the magazine, so much belp and information that is both timely and valuable, that we have been well able to assist our accounts even further toward their marketing goals. In fact, it seems that when we run across certain problems and get stumped for an answer, along comes the new issue of Sales Management with a case history or data information that helps us with an approach to the solution of the problem.

Now, with the Nov. 10 issue, we get full confirmation, from the many articles in it, of what we worked hard for over a three-year period.

Harold Siegel

President Siegel, Colgrove & Associates Louisville, Kv.

REAP SALES NOW

in the UNIT STATES OF AMERICA

Midwest farmers have it made—another record crop has been harvested. They have the cash and are making their plans NOW on how and where—and with whom—to spend it . . . The big volume of Midwest sales will go to advertisers who—

- PLACE IT RIGHT. Midwest Unit Farm Papers give you deepest penetration in the world's richest farm market. You reach 9 out of 10 of the Midwest's farm families.
- TIME IT RIGHT. Midwest Unit Farm Papers are published twice monthly, have short, convenient closing dates, give you complete control of the important timing element in selling.
- KEEP IT FLEXIBLE. Unlike national publications, Midwest Unit Farm Papers can accommodate copy changes on short notice. You can use the same or completely different copy in each of seven different editions of these five publications.
- LOCALIZE IT. Only Midwest Unit Farm Papers can offer practical local dealer listings, effective dealer merchandising tie-ins.

To sell hardest and keep on top of your selling program at all times, you need the power and prestige of Midwest Unit Farm Papers. Tell us you want action. You'll get it.



NEBRASKA FARMER • PRAIRIE FARMER
THE FARMER • WALLACES' FARMER & IOWA HOMESTEAD
WISCONSIN AGRICULTURIST & FARMER

ADDRESS: Midwest Farm Paper Unit. Sales offices at: 35 E. Wacker Drive, Chicago 1...250 Park Ave., New York 17...110 Sutter St., San Francisco...159 S. Vermont Ave., Los Angeles 4.

QUESTION: What big isolated market in the West is so distinctly different that it cannot be measured by its metro area alone and offers you more

food sales than the Kansas City

or Denver metro areas . . .

more drug sales than the

Milwaukee or New Orleans metro areas
. . . more automotive sales than
the Cincinnati or Indianapolis metro

areas . . . or more total sales than
you can get in any but the first

19 metro areas—and is covered with
just one big "newspaper-buy?"





ANSWER:

The Spokane Market



it's 4 times as r as it looks!

Total Spokane Market



Retail Sales 1,356,899,000

The Spokesman-Review and Spokane Daily Chronicle reach 5 out of 10 families.

Retail Trading Zone

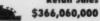


Retail Sales \$816,293,000

The Spokesman-Review and Spokane Daily Chronicle neach 7 out of 10 families.

Metropolitan Spokane





The Spokesman-Review and Spokane Daily Chronicle reach more than 9 out of 10 families.

All data: SRDS November 1958

If you're scheduling markets by metropolitan areas, take a second look at the Spokane Market. Here's a distinctly different market, requiring an entirely different set of measurements. Walled-in on all sides by giant mountain ranges and with Spokane 300 or more miles distant from other metropolitan areas, the Spokane Market is an isolated—but integrated—multi-billion dollar sales area the size of New England. Metro data fall far short of the full strength of this big market, which is 4 times as big as its metro area in population, income and sales. But you sell it ALL with just one big "newspaper-buy": The Spokesman-Review and Spokane Daily Chronicle.

9 out of 10 Subscribers delivered at Home-86.41% UN-duplicated

THE SPOKESMAN-REVIEW SPOKANE DAILY CHRONICLE

1 out of every

Advertising Representatives: Cresmer & Woodward, Inc. Sunday Spokesman-Review carries Metro Sunday comics and This Week magazine.

DECEMBER 19, 1958

clean sweep!

In 1958, Lestoil's entire advertising budget (\$9,000,000) went into spot television... making this fabulously successful household cleaner the medium's largest single-product advertiser! Amazing, for a client which spent just \$10,000 for advertising in 1954. Even more so, when you consider the fact that Lestoil has no large-scale distribution west of the Mississippi and south of Washington, D. C.

This distribution pattern is one reason Lestoil uses spot television. There's no waste circulation; Lestoil puts its money where the product is. Spot television's combination of sight, sound and motion creates demand, forces distribution, sells.

Naturally, the tv stations we represent in New York, Chicago, Philadelphia, Milwaukee, St. Louis and Washington all run Lestoil schedules. (And not hard-to-get announcements in prime time either. Just plenty of low-cost announcements in so-called "fringe" time, 52 weeks a year.)

Ask to see a typical Lestoil schedule. And then let us produce one for you that matches it in economy...and results.

CBS TELEVISION SPOT SALES

Representing WCBS-TV New York, WCAU-TV Philadelphia, WTOP-TV Washington, WETV Pariotte, WRTW Florence, KMOX-TV St. Louis, WXIX Milwaukee, WBBM-TV C. Ago, KNXT Los Angeles, KGUL-TV Houston, KOIN-TV Portland, WASK Angeles, KGUL-TV Houston, KGUL-TV Houston,



The crepe has been hung on 21.

Now-July Television Magazine ranks

the WBTV-Charlotte Television

Market 16th in the Nation-

First in the South-with 662,074 sets!

The Charlotte-WBTV Market outranks

such major areas as Atlanta, Dallas-Fort

Worth, Baltimore, Cincinnati,

Milwaukee, and New Orleans.

WBTV-Charlotte-SWEET SIXTEEN-

is a honey of a buy.

Make a date with CBS Television Spot Sales.

IN MEMORIAM





SWEET SIXTEEN





JEFFERSON STANDARD BROADCASTING COMPANY

How to Reach Minds - and Hearts -When You Talk to People



Conversation isn't necessarily synonymous with communication. Here a qualified psychologist offers seven techniques you can use . . .

- 1. to achieve understanding of others, and
- 2. to motivate them by skillful handling of the emotional aspects of communication.

By DR. JESSE S. NIRENBERG Director of Psychological Services, TradeWays, Inc.

MANAGING AND SELLING can be no better than the face-to-face communication involved in them.

When two people talk to each other a good deal of what is said is never heard, and part of what is heard is misinterpreted. There is much less of a meeting of minds than is realized.

Too many managers and salesmen are not aware that, when communicating, they are in a contest: They have to compete with the inner voice of the person they're addressing. For example, a manager speaks to a salesman who is still dreaming about the last big sale he closed. Or talks to his boss who is thinking of what he is going to tell the manager. Or tries to sell a prospect who is polishing up his next objection. Nobody is really listening closely enough to the manager. Some of what he says gets through, and the listener fills in the rest, so that what he "hears" is different from what was said.

How can we do a better job of reaching the minds of others?

In the practice of psychology, faceto-face communication is the main tool for examining and helping peo-

ple, and is the subject of intensive study and research. As a result, its techniques have been highly developed. With practice, a number of them can be applied in industry by managers, salesmen, and other persons for whom such communication is vital. Here are seven of these techniques to guide you.

1. Draw out

Often, a person does not come right out and say what he means when he starts talking. During his first few remarks he may be clarifying his ideas, or deciding whether or not to say what he has in mind. He may start with vague references to his subject, or make some superficial, unilluminating remark, or say the opposite of what he means, in an effort to conceal his true feeling. Some people habitually conceal their true feelings, even when there is nothing to be gained from this.

Therefore, to reach the mind of another person it is often necessary to draw him out, reserving interpretation until he has spoken for a while. Don't form any conclusions from his

first few remarks.

To draw out, ask questions that require the other person to give structure to his answers rather than just respond negatively or affirmatively. For example, rather than ask, "Did he seem interested in your presentation?" put the question as follows: "How did he react to your presentation?" To the first form the person may answer merely, "Yes" or ..."No," although neither may be quite true—there may have been some interest shown in part of the presentation, or there may have been only half-hearted interest.

If your question calls for an explanatory answer, and you still receive a meager response, probe further. Ask the person to tell you more about the subject or repeat, in a questioning tone, part of what he says. For example, if a salesman replies that the prospect "seemed in-

terested but wanted to think a little more about it," you can say, "Think a little more?" The salesman might then clarify by some such response as, "He liked the product, but he said the price was high."

Another technique for drawing out is to remain silent after the other person stops talking. For example, during an interview with a job applicant, if you ask about his last job he may say, "It was an interesting job and the pay was good. I had a lot of responsibility," and stop at that point, waiting for you to ask something else.

If you continue to look at him, saying nothing, he may add more illuminating material, such as: "I liked the job a lot but my boss didn't seem receptive to my ideas. I didn't feel I was getting anywhere." Your silence is an implicit request for him to continue.

These drawing-out techniques—asking questions that require an explanatory answer, asking the other person to explain further, repeating the last few words, and remaining silent—can, and should, be used interchangeably. Overdoing one technique will make the discussion sound stilted or give it the quality of cross-examination.

Another cardinal rule in drawing out: Never interrupt the other person. Interruption frustrates his effort to communicate and he may stop trying. Furthermore, it implies that you're more interested in your own thoughts than in his, and he may not feel like competing for your attention.

2. Interpret back

Ambiguities, too-broad generalizations, undefined terms, and other camouflages must be stripped away to uncover what's in the mind of the other person. One effective tool for this, to be used along with drawingout, is interpreting back.

When the other person says something which can be interpreted several ways, offer your interpretation to him to see if it coincides with his. This does not mean merely repeating what he said. Say what you think he meant, and see if he agrees with this. Offer an implication that seems to follow from his statement. If he accepts the implication, you have understood what he meant. If he doesn't, you have to try again.

▶ Suppose, for example, a top executive says to the general sales manager: "We seem to be having trouble getting our technical messages across to prospects and understanding their technical problems. From now on let's hire salesmen who have engineering degrees."

The sales manager isn't sure the top executive really means this so he offers an implication as a test: "Does this mean that if we find a man with a good technical background in our field and a good sales record but with no engineering degree, we can't hire him?"

The top executive might confirm that this is what he meant, or he might modify his position as follows: "Well, no. I guess it might be worthwhile to make some exceptions if a man has technical experience and is a good salesman. We can't afford to let good salesmen slip through our fingers, but they have to know what they are talking about."

The sales manager might then test this further by asking: "Suppose a really first-rate salesman with proved

(continued on page 76)

Taking the Fog Out of Communicating

Dr. Jesse S. Nirenberg thinks of himself as a specialist in marketing communications ("... let me clarify — communications between manager and salesman; manager and sales force; salesman and prospect; company and customer or consumer.")

At 37, married and with an eight-month-old daughter, he has gathered three degrees (the last a Ph.D. from NYU), taught psycology both at NYU and Fordham Hospital, gained certification as a psychologist in New York State,

developed a specially designed psychology course for student nurses aimed at making the patient emotionally comfortable, served as an officer in the Air Force, is active in both the American Psychology Assn. and the New York State Psychology Assn., has written articles for several national publications and is currently director of psychological services at TradeWays, Inc., a New York management consultant firm.

At TradeWays, he directs communication skills workshops, attitude surveys of employe and market groups and psychological testing of individuals, all designed to fit the client's need.

Dr. Nirenberg is devoted to marketing communications. His grasp of the subject becomes apparent when you hear him say with typical conviction, "People don't always say what they mean, with the result that what is heard is often misunderstood. This sets in motion, a whole string of events which shouldn't have started in the first place. A meeting of the minds is important."



A meeting of the minds is important."

Spare time activity? Says Dr.

Nirenberg, "I like to read."

MARKETING PICTOGRAPH

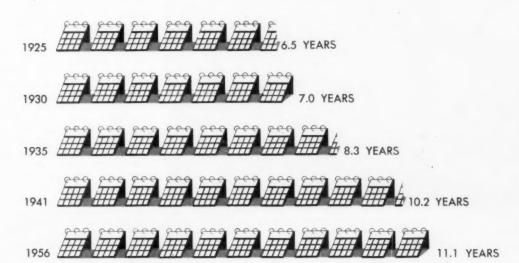


Where's the Waste in Style Obsolescence?

Some of Detroit's critics say that the new-every-year trend in autos is an economic waste, "forcing" the car owner to trade-in his gas buggy practically before the ashtray gets full. But, these detractors sometimes forget the used car market—a market twice the size of the new-car market—which gets full life out of Detroit's production long after the style is out of fashion.

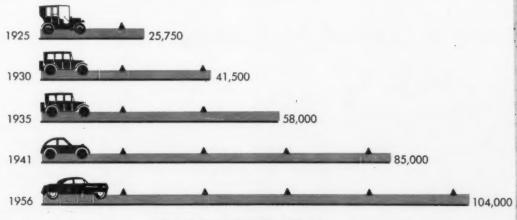
CARS ARE RUN LONGER THAN EVER ...

(average age at time of scrapping)



AND THEY ARE RUN FARTHER

(accumulated mileage at time of scrapping)



Source: Automobile Manufacturers Association



BEST SELLER is this Boy Scout calendar by the famed illustrator, Norman Rockwell. Year after year Boy Scouts distribute this, their official date-teller. The Scouts pay Mr. Rockwell a whopping sum for the art. But they get a cut on each calendar sale.

Calendar Art for '59 Runs a Gamut in Tastes

"WE'RE LIVING in an age of automation. People harken back to the nostalgic—it gives them a feeling of security, of belonging . . ."

The quote is from John Oakson,

The quote is from John Oakson, president of the thriving calendar firm of Osborne - Kemper - Thomas, Inc., Cincinnati. He was explaining why his firm's "Our America" line-featuring such old standbys as photos of animals, fishermen, little boys and sweet old ladies—is the favorite among all types of calendars with American business firms. It's a case of the more

things change the more they remain the same.

For calendars have changed: Coming up this year with O-K-T will be a new type of religious calendar, born of the country's increasing interest in things religious. They're handsome, purposely designed to look well in the living room of the most contemporary model home. The art is similar to modern stained glass windows and the color work increases the resemblance. Printing is clean and almost bonebare. And the line is split into two

sections — one for Roman Catholic households, the other for Protestant. Of the two, the Catholic has, perhaps, a more ecclesiastical look; the Protestant calendar is the more humanistic. Each is a departure from tradition in shape (they're long and narrow with a spiral top and they're printed on heavy, vellum-type paper). The firm's salespeople, who met recently in five key cities to preview the entire 1959 line, expect these particular calendars to revolutionize the industry.

On the other hand, the world's largest producer of calendars, Brown & Bigelow, St. Paul, Minn., produces only interdenominational calendars of traditional type. Their showpiece for 1959 shows a mother and daughter praying together. The firm is careful not to identify any particular sect in its religious calendars. Even a church, when used as illustration, could be either Catholic or Protestant.

▶ Religious calendars are high on B & B's popularity poll. So are documents or pictures with historic-patri-otic flavor. Like Osborne-Kemper-Thomas, the firm knows that calendars tying in with safety on the highways and in the home, urging fire prevention, or just showing pretty girls are, and probably will always be, bestsellers. (But Brown & Bigelow gave up nudes on calendars several years ago. And Osborne's body work, this year, is restrained: Its pretty-gal cal-endars, beloved of country garages and feed stores, are more in the Petty tradition. As Billy Rose once put it, 'A pretty girl with a couple of ounces of clothing is more exciting than a nude. Leave a little to the imagination."

Oakson, an articulate man who studies the calendar field like a scientist, believes that the calendar is a shaper of the public's taste in art. Says he: "Successful calendars must reflect current taste in art. They should be aimed at improving taste not at reforming it—we're trying to meet the public taste, not impose our will."

As an example of what he means he points to the company's Around the World in Art series, with art work by John Hayson. The illustrations are depictions of well-known places but the art work is almost impressionistic. Still anyone can recognize the tune—it isn't abstract.

When you see a picture of a pretty girl on a calendar, says a B & B spokesman, it's no accident if she is wearing jewelry, furs, flowers and evening dress. The picture is designed to help solve the sales problems of jewelers, florists, dry cleaners. Generally the poster gal wears no hat.

Reason: Calendar pictures are chosen two years before use and time does funny things to women's hats. It does even funnier things to their hair styles. So calendar girls have no unusual coiffures.

Calendars of the humorous Mountaineer type by Paul Webb are perennial best-sellers. Some retailers use this type year after year for their trademark. And Webb also uses the Mountaineer grandma, Luke and Oncle Givney in direct mail pieces, so a retailer can carry his sales punch another step.

You could hardly visit a school in the land without coming across the official Boy Scout calendar. Scouts distribute a fabulous 1,750,000 copies each year. Like most calendar favorites, the Boy Scout is no abstract.

The list of businesses that buy calendars in the greatest volume, according to Brown & Bigelow, hardly changes from year to year. Here they are:

automobile dealers, automotive repairs, service stations insurance agents and real estate brokers banks funeral directors manufacturers grocers and butchers truckers hardware stores florists



NOSTALGIA still figures in calendar sales. This one is of 1898 vintage. But many current calendars sell sentiment.

(Executives of the company scoff at the well-circulated report that the madam in one of Chicago's most famous maisons each year orders 3,000 B & B seasonal greeting cards for mailing to business addresses.)

Osborne-Kemper-Thomas feels the business has gone full-cycle. While current editions are streamlined, they represent a return to some of the restraints practiced 75 years ago. Today, it says, the "sell" is softer than it has ever been. But the art work is superior to any previous level.

In a national survey it was found that 69% of America's housewives like to change pictures on their calendars. Hence O-K-T's multiple sheet or 12sheet calendars get first choice in the kitchen.

And since the housewife's daytime life is kitchen-centered, the firm has designed a decorative-useful calendar for her. It's the "Memo Board," a blackboard measuring 26" x 22" with the months forming a colorful border. Another housewifely help is the packet on the back of the calendar.

pocket on the back of the calendar.

Humor sells, and Osborne has figures to prove it. New accounts bought 35% of production of the funny Life Can Be Beautiful series. Many of the orders were from businessmen who had not previously used calendars as promotion pieces. And 35% of all orders was business captured from rival advertising service firms.

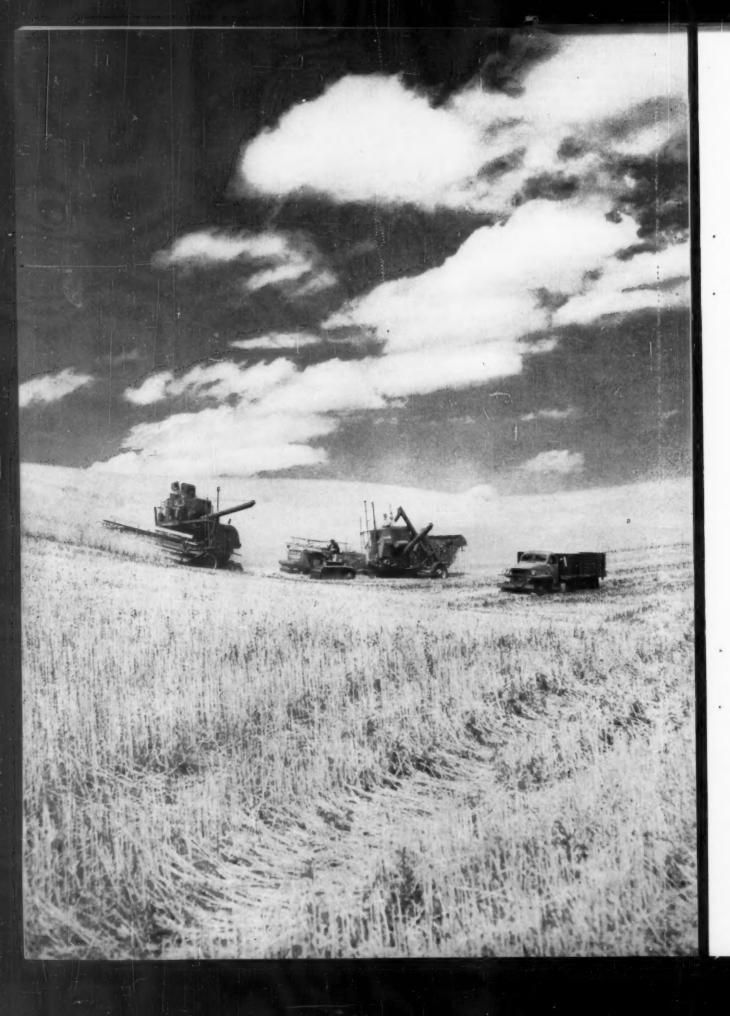
Surprisingly, the most expensive calendar paintings are the least expensive in the long run. Norman Rockwell, who does the Boy Scout picture each year, as he has since 1924, reportedly gets a whacking fee of \$10,000 for each painting. But his calendars sell in such enormous volume they are inevitably big money makers. B & B has him under a contract: He can do calendars for no one else, although the company made an exception in the case of Ford Motor Co. which wanted Rockwell to do its 50th anniversary calendar.



FAMILY groups are perennial best-sellers. This is part of "The Family That Prays Together, Stays Together" series.



THE INEVITABLE pretty girl . . . You'll find her hung on the walls of filling stations, feed stores, the boss's office.



America's Farmers "Create" Their Long-Term Prosperity

Weather, pests, prices, politics still are imponderables. But to-day's bigger-better farmer also builds his growth. Multi-sided—"scientist," bookkeeper, business-manager—he engineers and organizes free-flowing mass production. With \$13 billion realized net income in 1958, farm families are ever bigger customers.

By LAWRENCE M. HUGHES

IF YOUR MARKETING is overurbanized, stick this in your Stetson:

- 1. In 1958 there's been record prosperity on The Farm.
- 2. In the first three quarters of 1958, realized **net** farm income rose 19% to an estimated annual rate of \$13 billion.
- 3. In 1958 farmers' net assets, after all debts, expanded nearly \$10 billion—from \$156.9 to \$166.5 billion.
- 4. Today, the average farmer owes only \$11 for each \$100 of his assets, and two of every three farmers are mortgage-free.
- 5. Ever fewer but bigger and better farmers take more of the growing pie.
- 6. When U.S. population passes 200 million a few years hence, two million fewer farms amply will provide for it.
- Those farms will average twice as large and will be several times as productive.
- 8. More than ever, the able farmer will have replaced brawn with brains and mechanization, to guide and "work" a free-flowing "manufacturing" operation.
- And for a vast variety of consumer and "capital" products, the cream of the markets will be The Farm.

Driving across corn and wheat, hog and cattle belts, from Freeport, N. Y., to Gallup, N. Mex., I could see that the growing was good. Feed and

farm-implement folks confirmed it. So, along the way, did general store and garage men, barbers and bankers, and heavy-laden truck drivers.

So, at Des Moines, did Dick Hanson, editor of Successful Farming, and J. T. (Tom) Miller, research director, and others of Meredith Publishing Co.

And so did Sales Management's monthly High-Spot Cities. In this "recession" year farm-rooted cities fared best of all. Among all 287 U. S. cities in retail sales expectations, the top three were Sioux Falls, S. D., Sioux City, Iowa, and Hutchinson, Kan. All 15 Canadian cities were led by Regina, Sask.

In fact SM starred, as moving faster than the U.S. trend, every city in



"FLOW ENGINEER": Dick Hanson's job as editor of Successful Farming is partly to help farmers produce more in less time, more profitably, with less effort.

Colorado, Iowa, Kansas and Nebraska: the one, Fargo, in North Dakota, and two or three in South Dakota. In Minnesota, while Minneapolis and St. Paul thrived, the ore-shipping port of Duluth lagged.

Obviously, in that "hard goods recession," corn and hogs, cattle and wheat were better bets than steel and aluminum, appliances and automobiles.

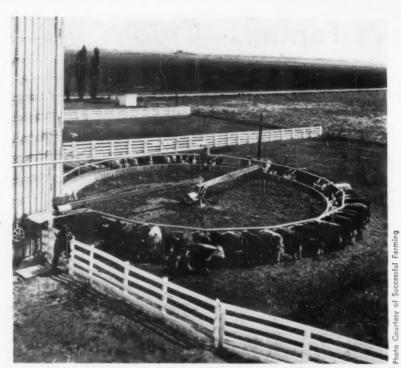
For four years in fact farm revenues have risen steadily.

In 1958 major crops which neared or passed record levels were corn, wheat, soybeans and alfalfa. Though larger than a year ago, cotton set no new mark. . . . But from New Jersey and Florida to California, truck crops were lush. From Wenatchee, Wash., to Lexington, Va., apple trees were heavy. In Maine potatoes were piled high on the Bangor & Aroostook, and down in Georgia broilers were worth their weight in millions.

And for the first time in three years, Fortune notes that the over-all trend of prices received by farmers (up 4%) exceeded prices of the things they bought (up 3%). . .

Madison Avenue's maps of sprawling Megalopoles, Interurbias and Superurbias leave less and less room for rural America. But the fact is that farmers have some space. Of 1,903,-824,640 land acres in continental U.S. (minus the 49th State), the 1954 Census of Agriculture could count 1,158,191,511 acres in farms. Since 1930, 171,420,495 additional acres had been put into farms. (Newly irrigated land accounted for only one-sixth of it. But more "deserts" still are being reclaimed.)

In the 1930-54 period, the number of farms declined 24%, from 6.3 to



LUNCH AT THE ROUND TABLE, one example of what mechanization has meant for cows. For the farmer, it's meant fewer man-hours per farm chore, and more leisure time. It's put him in the market for consumer products he's been too busy to enjoy.

4.8 million, while size of the average farm grew from 157 to 242 acres. Today, the estimated 4,754,000 farms average larger still.

The 20 million people now on farms represent only 11.4% of our 175 million population. But the fewer farmers are taking in their stride the problem of feeding (and clothing) the nation's mounting millions. As suppliers and customers, more than ever, they count:

- Predominantly, they have become owner-farmers.
- 2. Predominantly, they are solvent farmers.
- More of them are one-crop, or related-crop, specialized farmers.
 (Livestock farmers are one group doing best today.)
- 4. Increasingly, they are more efficient and more mechanized farmers.
- Instead of being slaves to the soil, more and more farm families have the means, the time and the discrimination to become competent customers.

In the 1930-54 census periods the ratio of farmers who owned all or

part of "their" farms climbed from 57.6% to 75.6%.

Between 1950 and 1957, the U.S. Department of Agriculture shows, farmers' total physical assets rose from \$130.7 to \$176.4 billion. For 1958, Federal Reserve Board Bulletin estimates them at \$186.7 billion.

Meanwhile, farmers' total liabilities increased only from \$12.5 billion in 1950 to an estimated \$20.2 billion in 1958.

Thus, in eight years, farmers' equities, or net worth, sprouted nearly 41%-from \$118.2 to \$166.5 billion.

Today, their liquid assets alone are nearly as large as all their current and long-term liabilities combined.

In 1958 their cash farm income will be about \$35 billion. . .

Agriculture, of course, is every state's asset: The nation's cash farm income average per farm in 1957 was \$6,489. Arizona's relatively few farms led the states' averages with \$40,586. Tiny Rhode Island and Delaware beat the "average" substantially. New Jersey's "gardens" averaged twice the gross of Texas. . . . Many states stand high in some area of agriculture — New York, for instance, in number of milk cows, and Wyoming in sheep.

But eight of the 10 cash farm in-

come leaders are in the broad "Midwest."

As groups, the bigger businesses in farming are the only ones which are growing: Between 1950 and 1954—latest year of government figures—the number of Class 1 farms rose 27%, from 105,536 to 134,036, and of Class 2 16%, from 386,423 to 448,753. (Farms in these classes, respectively, are those which get a cash farm income of \$25,000 and more, and \$10,000 to \$24,999.)

All other classes declined.

Of the 4.8 million farms counted in 1954, principal types were: live-stock (other than dairy or poultry), 695,000; dairy, 549,000; cash-grain, 538,000, and cotton, 525,000. (Cash-grain means corn, sorghum, small grains, soybeans, etc.) "General" farms totaled 347,000. Farmers in this group usually raise "related" crops and livestock, such as corn and hogs.

Mechanization speeds the effective

growth of farm businesses.

Between 1950 and 1957 the total of "hired hands" fell from 9.3 to 7.6 million. But average investment per farm rose from \$9,765 to \$16,813. And despite fewer hands, output per manhour climbed 28%.

▶ Since World War II use of tractors on the fewer farms increased 99%; of motor trucks 101%; of combines 177%. Farms with milking machines doubled. Use of compickers more than quadrupled. Pickup balers multiplied twelvefold.

And mechanized "mass production"

may just be starting.

Though young Dick Hanson of Successful Farming doesn't expect to live to see "completely push-button farming," this magazine for four years has been busy abetting one trend toward it—in an every-month editorial campaign for easier and faster materials-handling.

SF largely is a "livestock book." For such "parts" of the livestock enterprise as grain, hay, silage, sacked feed, manure, fertilizer, fuel, chemicals—and molasses and water—its four materials-handling precepts are:

- "1. **Don't move it.** Or move as little as possible. Shorten distances. Let animals self-feed.
- "2. Handle larger amount. Make every trip count. Eliminate small batches.

"3. Make flow continuous. Use machines to move materials automatically.

"4. Condense it. Reduce bulk and weight of materials. Change their shape for easy handling."

Many of a total of its 50 articles on materials-handling have been reproduced by Successful Farming in three editions of a book on these problems. Techniques devised by SF itself and case studies of developments by individual farmers are getting interest and action. Manufacturers have begun to make machines to meet clearly marked market needs!

SF's May 1958 issue described a pelletizing machine for alfalfa. May surveys showed that 16% of its 1.3 million circulation would be interested in buying it – if available – for

less than \$3,000 a unit.

Starter fertilizer attachments already were available when SF described them and their advantages. Within 14 to 15 weeks of publication surveys found that 24% of SF's men readers had discussed them with neighbors or friends. Thousands of readers already had bought an attachment of the recommended type. Seven per cent — or 93,000 — planned to buy one.

Readers learn that "efficiency need not be expensive," even in initial cost. They are pleased to let machines do some of their sweating. And though still rather rugged individualists, they wouldn't mind working union hours: In five minutes' operating time, morning and night, an auger with a 25-foot radius feeds 100 head of cattle.

The Department of Agriculture and several colleges are putting their weight behind the campaign.

At Ames, Iowa, in September, American Society of Agricultural Engineers and Iowa State College held a first "materials-handling field day." S. S. DeForest, engineering editor of Successful Farming, was conference chairman. Manufacturers demonstrated new equipment and systems.

SF announced a sustained program, with various merchandising aids for manufacturers, distributors and dealers, in developing materials-handling volume among "the nation's business farmers." The January issue will carry a special advertising section on such equipment. . . .

This city-slicker asked Dick Han-

Ten Billionaire Farm-States

Like any other broad, generalized "market," some parts of The Farm are more productive—and more worth the cultivating. Of The Farm's \$31 billion cash farm income in 1957, 10 states made half. Omitting the (000) they were:

California		1	1		1		*		,		,					×			*	\$2,805,841
lowa							×													2,161,994
Texas														-	3					2,027,552
Illinois					1	-			Y	Ì,									2	1,959,840
Minnesota	1	1	9									,	4		4.					1,301,055
Indiana				×				10	×											1,072,535
Wisconsin																	*	,		1,063,505
Nebraska		-				,		*				ì							-	1,039,417
Ohio		,		4				ì						×						1,021,204
Missouri	- 14						٠						-							1,020,042

"Why should the farmers seek to be able to produce so much more when – for a quarter century – stockpiles of surplus commodities have been bursting all over the landscape?"

He replied

"The individual farmer must strive continually to reduce his own cost-tovolume ratios."

Also: "Our biggest crops are simply under-consumed. A 5 to 7% increase in consumption, at fair prices, would end all surpluses."

Food manufacturers and marketers are selling well – on The Farm. Annually, farm families pay a \$4 billion food bill.

Successful Farming's families are "19% larger than the average urban family." Hired help and visitors widen their tables. Despite "mechanization," everyone still seems to work up an appetite.

As compared with findings among urban families in Cleveland, SF's families consume twice as much cold cereal, almost twice as much pudding and pie mix; three times as much hot cereal and pancake mix, and nearly four times as much all-purpose flour. They also put away more of other things, from peanut butter and shortening to ground coffee.

But they lag behind Clevelanders in instant coffee and margarine. . . . On every farm only the thickness of one door separates business from home. Home in fact is "the office." Around the table, at mealtimes, the family board of directors of The Farm is now deciding how to spend a year's \$13 billion realized net farm income . . . and whether, perhaps, also to tap some of their \$18.2 billions of savings and other financial assets.

Yet many advertisers have been curiously bashful about asking for any of it!

In the first nine months of 1958 linage in most general and specialized farm publications actually was lower than in 1957. In October, however, the trend turned upward. Orders on hand for 1959 suggest that more advertisers can see the fields beyond their factories.

For first half 1958, Farm Publications Reports finds some substantial increasers. Four of these were in the top 10: Massey-Harris-Ferguson and J. I. Case Co. (both farm machinery), Ralston Purina and Goodyear Tire & Rubber. Among those who expanded 50% or more were Eli Lilly, Standard Brands, Olin Mathieson, B. F. Goodrich, du Pont and State Farm Mutual Auto Insurance.

The "field" would seem worth the sowing. ◆

Wash & Wear: Growing Pains,

But Big, Big Potential

Housewives, dreaming of a sharply reduced volume of ironing, are eagerly awaiting improvements in presently-offered wash and wear products and extension of wash and wear to a wider range of household products. Sheets are the big current news.

By ALICE B. ECKE

THE WASH - WEAR - USE IDEA is gathering a speed which justifies the earliest predictions made about it: that it would turn out to be a revolutionary development for the textile industry, probably the biggest thing since the perfection of synthetic fibers.

All factors in the textile industry are in it up to their ears. The same is true of the laundry appliance manufacturers.

At its twelfth annual home laundry conference in October, American Home Laundry Manufacturers' Association devoted its entire program to wash and wear. Speakers stressed the need for better consumer understanding of home laundry problems and procedures, called for greater industry effort to eliminate some of the confusion that now surrounds wash and wear.

To the appliance industry, wash and wear is a mixed blessing. Automatic washer and dryer sales are up. But home ironers are taking it on the chin. Sales of ironers for 1958 will be in the neighborhood of 48,000 compared to 175,000 in 1940 and 599,000 in 1947, the peak year because of purchases delayed by the war. It is estimated that 91% of wired homes do not now have ironers.

From the home laundry appliance standpoint, here is a rundown of features specially designed for washwear-use: special controls for spin and wash; special wash-wear-use cycles; automatic signals which indicate when the wash-wear-use laundry should be removed from the dryer for best results; automatic rinse dispensers which act as antistatic agents to reduce clinging and facilitate tumbling while dryer-drying synthetic-type wash-wear garments.

Top of the line models of all automatic washers have cold water washand-rinse, and special wash-wear drying temperatures of 140-160° F, followed by five to 10 minutes of cooloff tumbling without heat.

Market potential created by wash-wear-use is great. Obviously needed: everything from sharper needles, specially-finished threads, trims, fabrics, new machinery for garment and house-hold products manufacturers, to detergents, soaps, to new chemical finishes, color-fast dyes, fabric softeners, new fibers, to new equipment for research laboratories, to visual aids for teachers to use in teaching home laundering in high school home economics classes, for retail sales training, to new packaging materials.

▶ A recent Bureau of the Census report provides a benchmark of washwear demand at present: Chemical finishes of wash-wear type were applied to over 1,100 million yards of cotton goods in 1957. This is about one-fifth of all cottons produced for apparel in that year.

apparel in that year.

When Good Housekeeping published its Standards on Wash and Wear last spring, it won immediate cooperation from industry leaders and major retailers to weed out confusion of claims for wash-wear-use.

"So great was the demand from retailers for copies of our Standards," says Ray Petersen, advertising director for GH, "we published them in booklet form. To date distribution is over 40,000 copies.

"For a number of years there has been a vacuum between textile and appliance manufacturers, with little exchange of information. The washwear-use business, however, is so interrelated that we cannot divorce the two. Although prior to this we had some recognition of the importance of one to the other, it took wash-wear-use to bring together these two industries. We are convinced that the success of wash-wear-use depends to a great extent on the degree to which the market for modern home appliances becomes saturated. We believe textiles and appliances will henceforth go forward together."

From the standpoint of the garment makers' industry, garments made from wash-wear fabrics today need research and improvement, according to Fred Birdsong, industrial engineer and division manager, Blue Bell, Inc., and a member of the technical advisory committee, Southern Garment Manufacturers Association.

For example, it is difficult today, Birdsong points out, to find trim items which are perfectly compatible with the various wash-wear fabrics.

Thread manufacturers have not produced ideal threads for the majority of wash-and-wear fabrics, although they have contributed to some fine improvements in wash-wear seams.

Machinery used by garment manufacturers has to be modified and often replaced to improve the quality of wash-wear seams and to minimize fabric damage in sewing.



THE INDIANAPOLIS AREA*

· Fire 'em both . . . because you have a double-barreled opportunity when you aim for Indianapolis and its big 45-county trading area! There's no better selling anywhere as retail figures prove. In average annual income per family, Indianapolis rates 15th among cities over 600,000 . . . and retail sales per family average \$4,620 annually, 11th among cities over 600,000.† Here, people buy more because they have more! Here, "double-barreled" also means The Star and The News . . . covering 56.4% of families in the 45-county area and saturating the rich, metropolitan Indianapolis market. Write us for complete, authoritative market data.

*THE 45-COUNTY TRADING AREA THAT'S BIGGER THAN YOU THINK!



Population: 2.117.100 Income: \$3,740,248,000

Retail Sales: \$2,472,792,000 Coverage: 56.4% By

The Star and The News

The Indianapolis

The Indianapolis STAR Morning & Sunday NEWS Evening

KELLY-SMITH COMPANY . NATIONAL REPRESENTATIVES

†Sales Management; Survey of Buying Power, 1958

Finishers of textile fibers report that the best available wash-wear finishes are not being used, giving cost as the reason. Apparently, the volume market will not pay the price for finishes which could eliminate many weaknesses of today's wash-wear.

"As to the future," says Birdsong,

"As to the future," says Birdsong, "wash-wear improvement should come through use of newer and less expensive finishes, and particularly through the greater use of blends of fibers which combine good points of component fibers while minimizing their weaknesses. Resins which are not chlorine-retentive and which are not affected by acid-sour are available.

"Manufacturers of trim are improving their wash-wear items as they learn more about the problem. It is already possible, experimentally at least, to apply a wash-wear finish to a garment after it is made. We may hear more about this later and it may become an important factor in wash-wear garments.

▶ "Garment manufacturers are working together with machine manufacturers to improve techniques toward perfecting wash-wear seams. All these efforts should combine to produce in the future wash-wear garments which will be launderable with fewer restrictions."

Wash-wear is now gaining strong foothold in the household products field. In sheets and pillow cases, for example — largest single category of home products suitable for home laundering.

Peter G. Scotese, vice president and general sales manager, Indian Head Mills, Inc., gives us this report:

"Sales of our Pequot E-Z Care percale no-iron sheets and pillow cases are increasing every day. We predict that in two or three years the bulk of cotton sheets sold will have no-iron finish. "The home laundering manufacturing industry believes the no-iron sheet should help boom sales of automatic washers, and particularly dryers, because consumers can now save more than \$60 a year in commercial laundry bills."

And this from Ralph M. Allaire, vice president, Wamsutta Mills:

"For a number of years we have believed that if no-iron sheets and pillow cases could be developed, they would be terrific retail items to promote. Contour sheets did away with ironing, but this development did not hold back the possibility of a no-iron finish for regular sheets. For years we have successfully used this finish for dress goods, shirtings, etc. It has been no trick for us to develop no-iron finish for sheets and pillow cases.

▶ "We market our no-iron sheets with a money-back guarantee. Women are definitely interested. For example, one store purchased \$20,000 worth of our no-iron sheets and pillow cases. Its first newspaper advertisement sold between \$8,000 and \$10,000 worth of them. We believe no-iron sheets and pillow cases are here to stay."

Pepperell Manufacturing Co. and Cannon Mills, Inc., too, are making no-iron sheets.

Curtain, slip cover and other household products manufacturers will be coming into the wash-use picture in 1959.

There still is, however, an educational job to be done – industry, consumer, retail.

DuPont, in its regular retail training program, has featured wash-wear since 1955. Through October 15, its representatives had visited 1,206 retail stores over the four-year period. Says Charles H. Rutledge, manager, product information group, Textile Fibers Department, Du Pont.

"Though the term 'automatic' has

been added, we are not permitting it to prevail where selling wash-wear is concerned. Rather, we are promoting it, talking it, demonstrating it."

In the spring of 1959 automatic wash-wear will be featured on Du Pont's national and local television programming directed to the consumer. It will be shown on The Steve Allen Show March 1 and March 15. Immediately after Easter it will be demonstrated over local television in 40 leading markets. During the spring selling season it will be advertised in fashion magazines.

▶ Teaching home laundering in high schools is still in the pioneering stage. Amber C. Ludwig, household equipment editor, "What's New in Home Economics," gives manufacturers this advice:

"Remember, it takes eight-timestelling of any message to impel the average person to action. It is time to re-evaluate your wash-wear-use message and your lines of communi-

"We can never have too much information about new fibers and finishes. We want material to put in students' hands, such as a simple chart on soaps and syndets, a folder giving the student necessary information. We'd like to have step-by-step pictorial charts on laundry processes, stain removal, poster-type charts of different types of washing action to put before classes."

This is what Miss Ludwig advises automatic washer and dryer manufacturers to do:

- Adopt a school plan and make it work. Be sure all teachers know about it and that distributors and dealers are sold on it and are cooperating.
- 2. Keep all teachers informed about new developments in appliances.
- 3. Prepare for those teachers who ask for it, helpful teaching information on selection, use and care of equipment. Find out what kind of helps teachers want before preparing them. Keep this material up to date and have it available at all times.

One significant figure in this connection: It is estimated that 2,450,000 students are taking courses in home economics in high schools.

For its part in educating the consumer, Good Housekeeping is bringing wash-wear-use up to date with another major feature in its April 1959 issue, covering subjects ranging from fiber to fashion—from the "how

Is It Proper?

When Etiquette Expert Amy Vanderbilt was interviewed recently by Betsy Palmer on the "Today" show (NBC Television Network and WRCA-TV, New York) she was asked whether it was proper for Americans to wash their own clothes while traveling abroad. Her reply: "Proper? It's essential. I call us the 'dripdry Americans.' Both the Swedes and the Danes have taken this into consideration and have clothes lines over the bath tubs in all their hotels . . . I was on a wonderful Swedish train going up to Lapland and it had a drip-dry laundry room, and all Americans aboard were in there washing their husbands' shirts and their own clothes and hanging them up to drip dry and wear.



Yes, when you try D-C, you open the door to a whole new world of shipping convenience. You benefit from . . .

- Exclusive, one-carrier DIRECT service from coast-
- Fast, 2-man sleeper cab service that goes straight through, with no transloading. Saves up to 20% in running time.
- One-carrier responsibility, one-carrier control of your shipment from pick-up to delivery-with experienced personnel, modern equipment and facilities ALL THE WAY!
- Dependability resulting from consistently careful, swift handling of your shipments.

Discover this NEW WORLD of shipping service for yourself. Mark your next shipment and your next order "D-C."



ONE STEP ACROSS THE NATION



DENVER CHICAGO TRUCKING CO., INC. THE ONLY COAST-TO-COAST CARRIER

TERMINA	L CITIES
Albany, New York UN. 9-8416 Buffolo, New York R. 3910 Chicago, Illinois 1.A. 3.7440 Cleveland, Ohio 51, 9-1666 Colo Springs, Colo ME. 2-1486 Denver, Colorado DV. 8-4567 Detroit, Michigan VI. 3-9505 Yeansville, Indiana HV. 3-9343 Kansas City, Mo HV. 3-9343 **Louisville, Ky ME. 6-1361	Los Angeles, Cal

OFF-LINE SALES OFFICES:

- *Indianapolis Cinc....
 Daytan
 "DeKalb, III.
 "Ft. Wayne
 "With Trailer Pool
- **Rock Island, III. San Francisco South Bend, Ind. **Toledo Washington, D. C.

**Trailer Pool Only

(You bet!)



When it comes to making a new car purchase, the TRUE man is the boss, HE decides the make! (with the little woman having *some* say as to model and color).

On the average, 2,380,000 men buy TRUE every month... and 9/10 of them pay the full price for TRUE, The Man's Magazine. This Select group will buy more than 600,000 New cars this year. A TRUE example of the TRUE man's purchasing power.

So if you make autos or auto accessories—or any product made for men, bought by men—your best bet is to sell the selective group that can and does buy products advertised in

TRUE the MAN'S Magazine

A FAWCETT PUBLICATION

Bought by 2,380,000 Un-ux-o'ri-ous men every month

WE CHALLENGE YOU TO CHALLENGE THESE FACTS (Verified by Daniel Starch and Staff in consultation with the Advertising Research Foundation)... Men—TRUE men—make the first and final brand decision on Automobiles, Tires, Life Insurance, Air Travel, Shaving Cream, Beer, Liquor and many more. We have the TRUE facts to prove this.



ASK US
FOR THE TRUE REPORT
ON YOUR INDUSTRY

Not excessively or dotingly... submissive to a wife

of laundering" to the newest controls on home laundry equipment designed to ease the homemaker's laundering tasks.

Parents' Magazine began last summer to present facts behind washwear standards for all-family guidance.

A nationwide merchandising-by-tag promotion, "Operation 5,000," sponsored by McCall's magazine for its Use-Tested Program and its participating advertisers is scheduled with the June 1959 issue of McCall's. It will involve more than 5,000 store calls in a four-week period. McCall's field force will visit in each store on their list and make arrangements to supply each store with Use-Tested Program banners and display cards featuring Use-Tested products it sells.

High-fashion magazines such as Vogue and Harper's Bazaar will feature wash-wear in advertising scheduled for 1959.

There is no question about it. The market potential for automatic washwear-use in all fields is increasing by leaps and bounds because women are changing their standards for homemaking. As George E. Sprague, merchandise manager, The Kendall Co. Kendall Mills Division, warned the members of American Home Laundry Manufacturers' Association:

"It is obvious that the boss of all of us—the consumer—is going to force the suppliers of the textile industry, the textile industry, cutters and the home laundry equipment manufacturers to solve the problems now found with wash-wear-use fabrics. Women are insisting on home laundering with the service that goes with commercial laundering. Improved wash-wear-use fabrics will satisfy this demand." •

Gateway to the MOON



100,000

Orlando Sentinel-Star



In Los Angeles, any car starts on First Street

Automotively speaking, Los Angeles is the world's No. 1 market.

There are 2,737,539 automobile registrations in the Los Angeles market—more than 42 of the 49 states; and more than any nation in the world except the United States, Canada, Great Britain and France.

Small wonder that the Los Angeles County market is first in the nation in automotive dealer and store sales, first in gasoline service station sales.

Impressed? So is The Los Angeles Times.

For here—in the biggest single automotive market in the world—The Times has led all other Los Angeles

newspapers in total automotive linage every year since 1949—and this year it has led in *all* of the 9 automotive classifications.

And when Media Records had toted all U. S. newspapers for the first half of '58, The Times ranked third in new passenger cars linage—and we're working on this.

Yes, everybody's on the move in Los Angeles. So if you have something to sell that moves, better move first and fast to First. Automotively speaking, that's where The Times is—and The Times gives any car a better start in Los Angeles.

First in the nation's No. 2 market Los Angeles Times

Represented by Cresmer and Woodward, New York, Chicago, Detroit, Atlanta and San Francisco

THE SCRATCH PAD



BY T. HARRY THOMPSON

The potter's version: Four more shaping-days till Christmas.

Copywriters At Work Dep't: "No Reasonable Offer Accepted."—Sign on lot in Elkins Park, Pa.

George, the barber, tells me about the monkey who read Darwin and figured he was his keeper's brother.

I like the Red Skelton version of what the little man said as he stepped from the flying saucer: "Take me to Brigitte Bardot. I'll see your leader later."

Slogan for a shirt: "Make mine a drip-and-dry Manhattan."

"Follywood" isn't necessarily a misprint.

Corn, chief commodity of columnists, is also plentiful in the cereal trade. In Kellogg's Variety-Pack, 3 out of 10 boxes contain cornflakes.

Crazed china: The impulse to light the fuse in Formosa.

Nothing brings out the ham in people faster than a television camera.

Overheard by RCA's Ed Jones: "Most people work themselves to death in order to live better."

Writes Don Raihle: "Yeah, Harry, Cheerios began life as Cheerioats. General Mills had to change name. Cheerio!"

Ike's new assistant will have the columning gentry saying he's a natural for an Ed Murrow interview . . . person-to-Persons.

Stopper by John Wanamaker for the local trade: "The day they carpet Chestnut Street."

Television: An art-form where, whatever it is you do best, you wind up singing.

No, Junior, you won't pass your geography-exam if you insist the Vir-

gin Islands lie within the chastity-belt.

Geologist: A guy with rocks in his head.

Vitasafe headed a page: "He made me feel like a bride again." That ought to get 'em!

The first-born is a cinch to name. (No strain upon the wits.)
The last one's oven easier . . . By then, we call it "Quits."

Slogan for a G-E television-set: "The Smart Set."

Sipping a Jack Rose while watching a Buckingham Palace Guard on What's My Line?, Tessie O'Paque observed: "Those Grenadine Guards look sharp in their bear-skin hats."

Clifton Fadiman has my permission to hang this plaque on his house: "English Spoken Here."

Advertising Glossary

"While They Last" . . . We've got a warehouse full of them.

"For a limited time only" . . . Don't let that stop you.

"The ordinary kind" . . . The other fellow's, natch.

"After this brief message" . . . But don't hold your breath, as they say.

"Ask your doctor" . . . Chances are you won't bother, so we're safe in suggesting it.

"Opportunity Knocks But Once"

When John Bartlett compiled the tenth edition of his Familiar Quotations, he omitted this old saying.

Maybe he figured it was like the one about lightning never striking twice in the same place . . . an adage disproved by sky-scrapers in every thunderstorm.

My own belief is that opportunity does knock more than once and that, when we turn a deaf ear, we regret it.

Not only does opportunity in business come to your door again and again, but opportunity in that larger sphere of life itself.

Whenever I take time out for introspection and soul-searching, it is this **second** kind of opportunity that worries me the more.

Mainly, it has been an opportunity to be kind and considerate instead of, God forgive me, the opposite.

Death is so irrevocable!

Now, while he and I are still breathing, is the time to do the decent thing.

This is not religion. It is common sense . . . the only preventive I know for regret and remorse and the deep despair of an opportunity forever lost.

Honed to a fine point, words can stab like a stiletto.

Let us think twice, therefore, before plunging such a weapon into the flesh of another human being.

Tomorrow, indeed, may be too late. Opportunity may tire of standing at the door. Merry Christmas!

-T. H. T.

SYRACUSE HOLDS ITS RANK AS No.1 TEST MARKET, U.S.A.

IN 1955, SALES MANAGEMENT MAGAZINE rated Syracuse the top test market of America based upon an audit by Selling Research Inc. of 503 test market operations conducted over a nine-year period.

NOW...IN 1958... Selling Research has given SALES MANAGEMENT a report on 1,177 test campaigns conducted during the 12-year period 1946 thru 1957. It shows that Syracuse, year after year, continues to be the market most preferred and most frequently used for testing operations by national advertisers.

THERE'S A REASON: Syracuse is the commercial hub of a 15-county area having a population of 1,432,700 and annual buying power in excess of \$2 billion! And . . . The Syracuse Newspapers deliver 100% saturation coverage of the families in metropolitan Syracuse, plus effective coverage . . . up to 76% . . . in the 14 surrounding counties.

No Other Combination of Media in the 15-County Syracuse Market Will Do a Comparable Job at a Comparable Cost

Represented Nationally by
MOLONEY, REGAN & SCHMITT

the SYRACUSE

D-AMERICAN

EWSPAPERS

HERALD JOURNAL & HERALD AMERICAN Evening Sunday

THE POST-STANDARD
Morning & Sunday

CIRCULATION: Combined Daily 241,159

Sunday Herald-American 205,658

Sunday Post-Standard 109,060





BY HARRY WOODWARD



At 41: Top Banana

You, too, can get to the top in TV - just like Thomas B. McFadden. But you'd have to start, as he did, with NBC when you were 17. You'd have to be, like him, a born salesman, an unruffled executive, a personal charmer. Granted all these things you would, like McFadden, be NBC's new vp, general sales executive for the Television Network. Until he moved into this lofty sphere, the engaging Tom McFadden was vp of the Network's important Spot Sales slot. Now the expanded, strengthened network executive sales group, with regional offices in New York, Detroit, Los Angeles and San Francisco, will report directly to McFadden. NBC's dark-haired boy was a newswriter and sports editor before being called to active duty the day after the Japanese attacked Pearl Harbor. After discharge from the Air Force in '45, with the rank of captain, he rejoined the news staff of NBC. Soon he was director of news and special events and, by 1948, the first general manager of WRCA-TV. Two years later he was transferred to Hollywood and in '52 he was brought back to New York to reorganize and head Spot Sales. He and his wife have two boys, live in Montclair, N. J.

From Fountain Pens to Pablum . . .

John T. McLoughlin, who looks something like a Kreml advertisement but who has been involved in fountain pens, has joined a company which is probably best known for Pablum baby food. He's not confused, however. McLoughlin, a Harvard man who's that rara avis, a native New Yorker, recently moved from The Esterbrook Pen Co. to Mead johnson & Co. to be the new vp for market development planning in the firm's Nutritional and Pharmaceutical Division - which makes him kingpin of the company's market forecasting operations. He'll be in charge of planning marketing strategy for all of the Division's products. And he'll develop new markets for existing - and future - products. At Esterbrook he was vp and assistant to the president. In moving to Mead Johnson he's coming closer to his original training: Before Esterbrook he was with Johnson & Johnson as director of the Surgical Dressing Division. Before that he was with Procter & Gamble as brand manager in the Advertising Department. He's kissing New York good-bye. With each change of employer he's moved a bit further away from Gotham: Mead Johnson is in Evansville, Ind.



Treading on the Heels of a Giant . . .

That's Harold F. Temple. He's just been named president of P. Lorillard Co. He moves into the slot occupied by Lewis Gruber, who may easily be the best-known tobacco man in the country. (The articulate Mr. G. moves up to become chairman of the board and chief executive officer. And he'll continue to set over-all company policy just as he has since he became president in 1956.) But Temple is a good choice for second-in-command. He has followed the traditional Lorillard route to executive sales head. He began more than 30 years ago as a route salesman, has held virtually every key post in the sales organization. His most recent post: vp and director of sales. A native New Englander - he was born in Norton, Mass., in 1903 he joined Lorillard in 1926. Within three years he won promotion to divisional manager at Springfield, Mass. Here he quickly got the reputation for being an organizer, was sent to Portland, Me., again as divisional manager. The next big step upward came in 1934 when he was promoted to field manager for the Philadelphia area. By 1940 he was sales manager for the Delaware Corp., then Lorillard's West Coast subsidiary. After the war he was director of export operations, supervised the opening up of new markets abroad. The Temples live in Garden City, L. I. In the basement of his house he has a workshop where he builds furniture of his own design.

How to Run a Package Goods Deal

What makes one product promotion a howling success and another something you can't think about without shuddering?

A big drug wholesaler reveals ways participating makers and media can cooperate on product packaging, pricing, advertising.

THE EXPERIENCES during the past 10 months of Ketchum & Co. New York drug wholesaler, should throw some light on ways to make a promotion really pay. Ketchum, which sells to some 3,200 independent retailers, decided last January to help its outlets regain some of the business lost, "by default," to the supermarkets and discount houses. Under Marketing VP Emanuel Katz, Ketchum launched an aggressive merchandising program (see "Master Plan for Promotions," p. 54) called the "New . . . All-New Marketing Plan."

Today, some 250 product promotions later, Katz cites these as the essential ingredients of any hot campaign.

- 1. The deal should be:
 - Genuinely attractive to the consumer, either through straight price reduction or a combination offer

with a related product. (Don't depend on two 12c items being snapped up at "Two for a quarter.")

- Practical for the dealer. If the merchandise isn't free, dealers should receive a discount on quantities that he can afford to buy and reasonably expect to turn over.
- Enticing for wholesaler salesmen, who should receive at least a 3% extra bonus for placing and putting a special deal on display.
- 2. The deal should include:
 - Pre-pack displays to spur impulse buying.
 - Samples—for a new product, package or combination, a minimum of two per salesman: one to take home, one to use in canvassing.

The take-home unit builds his enthusiasm for the product.

- Catalog sheets. Attractive, standard-size (8½ x 11") sheets, three-hole punched (oversize ones will get tossed away) should present the deal quickly. They help the salesman give a fast recital of advertising support and profit potential, the two things a dealer wants to know.
- 3. The manufacturer should back up his deal with:
 - Newspaper advertising, in addition to national campaigns. Local ads spur dealers' interest because they produce results more quickly.
 - Hard-hitting presentation to wholesaler salesmen. The manufacturer who takes the trouble to go before a sales meeting with a concise, well-organized, illustrated talk—10 minutes will do—delivered by a competent speaker, will be rewarded with salesmen's enthusiasm at the store level.
 - Intelligent limit on quantities. A quick sell creates a favorable impression on retailer and wholesaler. Left-over merchandise languishing too long on the shelves reflects adversely on the brand.
 - Adequate profit margin for wholesaler and retailer. Make it attractive enough for the wholesaler to want to take out all stops; for the retailer to cooperate to the hilt.
 - Speedy deliveries. Many a salesman feels he's been sabotaged when he sells the deal only to find the retailer stewing over the manufacturer's failure to meet delivery schedules.
 - Sound distribution policy. Why, reasons a wholesaler, should he go all out if he has to compete with the manufacturer's direct selling? No wholesaler wants to build up a retail customer to the point where



BRIEFING division sales managers on Ketchum's Advertised-in-LIFE promotion, VP Emanuel Katz is backed up by samples of the display material which went to 1,600 drug stores last Spring. Sales of 21 products in 167 test stores shot up 38%.



DON'T SHOUT...

a prospect is trying to hear what you say

You OK an advertisement. It runs in the publications your prospects read. It shouts loud and well to attract their attention. Nobody responds.

What went wrong?

Maybe the ad shouted so loud prospects couldn't hear what it said. Like an announcer over the public address system at a carnival. The plain fact is that business advertising doesn't have to shout, shouldn't shout, and invariably does better when it talks quietly and sincerely to a prospect—man to man.

There's a reason for this. You may have 1500 prospects, or 15,000, but the only ones who will read your ad half as carefully as you do are the handful of prospects actively interested in your kind of product today—Now—at the very time they run across your message.

Every farmer needs a tractor, and knows he'll have to buy another some day. But the farmer with money in the bank and a broken-down tractor in the middle of a ripe wheat field—he's the one who's going to study all the tractor ads that night, and react...and act!

It's essentially the same with your prospects, no matter what you sell. Talk to the men who need your product now, and tell them all they need to know about it. Not as many people will hear the noise, but those in the mood to listen will find your message and if your product sounds good, you'll hear from them.

THE SCHUYLER HOPPER COMPANY 12 East 41st Street, New York 17, N.Y.

Our business is to create advertisements, sales aids, handbooks and manuals that help our clients sell by helping their prospects buy.



SALESMEN'S KIT for the two-week LIFE promotion included — in addition to manual on how to conduct the campaign, sales report sheets, order forms, stock check and retail sales sheets — his photo on a simulated LIFE cover.

he'll lose the business to a direct seller.

- 4. Most important, the sponsor must provide thorough follow-up.
 - Check the wholesaler (who in turn is checking retailers), at least twice a week as soon as the deal is launched to see how it's going, where there is resistance, what help is needed.
 - Telephone campaign, with a cash bonus for telephone order clerks. This often works wonders, even when the phone calls are part of a mop-up operation that occurs right after salesmen finish with the territories.

The Good Ones and Why They Prospered

Certainly the most spectacular episode in Ketchum's drive was a two-week fling with Life last April. Taking 21 brands advertised in Life, the magazine and wholesaler joined forces, the former supplying merchandising materials, the latter, outlets and manpower.

Included in Life's kit were ad blowups, easels, arrows, shelf talkers, salesmen's ribbons, banners, even Life "covers" with Ketchum salesmen's photos on them. Everything was keyed to the promotion's "To your good health" theme. An added boost came from Brand Names Week banners.

Giving all this the full treatment, 167 test stores piled up 38% additional business over normal volume. Moreover, two weeks after the promotion, business on the 21 products was still up about 16%.

Other individual deals that rang the bell for Ketchum:

Case A: Pre-booking is credited with success of an Anahist promotion held in June for orders to be shipped later.

Retailers were offered good incentives to buy \$100 worth, either in a packed deal or the deal plus open stock on various Anahist products. Included in the promotion were an extra discount, good point-of-purchase display, free merchandise. Retailers were given the full story of a heavier national advertising schedule.

In addition, Ketchum salesmen were told to stencil names and addresses of all their accounts on preprinted order forms and return them all with orders—or else.

Result: Ketchum tripled its 1957 record for this same promotion.

Case B: Intensive stock-checking put Mead Johnson's three-month promotion over the top. This one involved some two dozen items.

Ketchum salesmen, spurred on by cash contest prizes for sales over quotas, were required to go into the stores to check MJ stock twice a month during April, May and June. Special forms were supplied for the

Master-Plan for Promotions

Ketchum's All-New Marketing Plan fans out of the New York headquarters to its seven operating divisions in the East and Midwest. Marketing VP Katz works directly with manufacturers from the early stages of planning each promotion.

Here's how Ketchum takes it from there:

- A comprehensive Planbook organizes the selling activity for promotions, insures uniform handling in all divisions, and sets up a sales meeting pattern.
- Major deals get advertising space in "Profit Parade," Ketchum's dealer publication. In addition, detailed memoranda on every promotion go out to Ketchum's 75 salesmen.
- 3. Katz holds periodic meetings with division sales managers to orient them on the month's promotions. These are followed by divisional meetings with the salesmen.
- Quotas are assigned to divisions where they are reassigned to the salesmen.
- Ketchum salesmen hand-deliver "Profit Parade" at specified hours when the retailer can actually sit down and discuss the promotions, page by page.
- Ketchum breaks out the manufacturer's national advertising by markets in order to localize the value of the ads for each dealer in his own market.
- 7. Some display units, particularly the pre-pack deals, are set up by Ketchum salesmen in the stores.
- Periodic stock-checking in drug stores by Ketchum salesmen shows how a promotion is going, insures dealers against running out of merchandise.
- Daily sales reports for each major promotion are returned by each salesman. These are passed along to the manufacturer.
- 10. Every Ketchum sales manager submits to the executive office a form indicating how he followed through on details of stock buying; presentations to the men; availability of display material, and telephone order campaigns.

How do you explain MILL & FACTORY's leading position in reader preference studies?

thorough market coverage? unique editorial service?

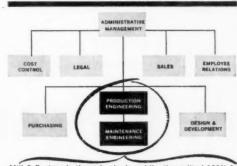
here's why -

- MILL & FACTORY'S superior market coverage is based on personal identification of known specifying-buying influences — regardless of title who are in charge of Production and Maintenance Engineering. They are selected at the local level by the men who sell these people day-in, day-out, week-in, week-out—the local industrial distributor salesmen.
- 2. MILL & FACTORY serves these men editorially as no other publication can because it is the only magazine that has fully appreciated the relationship between Production and Maintenance. They cannot be separated—one is related to the other. Job function and responsibility overlap—particularly in the average-sized plants that represent the bulk of your market and the bulk of any publication's circulation.

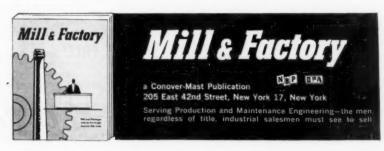
This vital editorial is written differently, too. Pick up a current issue of Mill & Factory—leaf through the editorial. You'll see very quickly how this down-to-earth, practical "how to do it" material provides a useful work-a-day

service to the men in charge of Production and Maintenance Engineering.

Small wonder, then, that MILL & FACTORY occupies the leading position in reader preference studies made among men *known* by advertisers to be important influences in the purchase of equipment and supplies used in Production and Maintenance Engineering. The men *your* sales force must see to sell *live* by this book.



Mill & Factory is the only single publication edited 100% for the men known to be directly responsible for the methods, equipment and supplies used in Production and Maintenance.





DRUG STORE DISPLAY during this promotion tied in materials from Brand Names Week and LIFE with a lot of salesmen's legwork, not to mention the legwork on LIFE.

job. Thus MJ items never thinned out on store shelves, nor did gaps develop in reserve supplies.

Result: Ketchum sales in six out of its seven divisions were more than 10% ahead of their respective markets. Case C: A telephone campaign did the trick on a Hazel Bishop lipsticknail polish deal. This campaign included a "one-free-with-11" offer for retailers, 5,000 TV spots over 200 stations, eye-catching display cards, and a cash bonus for salesmen. Final push came with the telephone campaign two weeks after the promotion started. Salesmen had been told about forthcoming phone follow-up, so they hustled before it got started.

Telephone clerks got the same cash bonus as the salesmen for each deal placed, and they really brought in the orders.

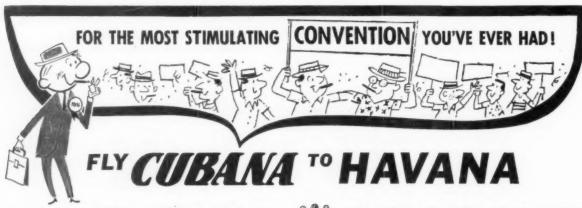
Result: All told, 980 deals sold, about one to every third outlet.

Case D: A sure-fire salesman's demonstration kit put over Northam Warren promotion on a new Odorono sponge promotion.

Ketchum salesmen were equipped with kits showing how Odorono's applicator spread the liquid smoothly over a blotting surface, while "other" brands were spotty, messy, etc.

Another feature of this campaign was prepaying bonus money to salesmen. Ketchum sales managers inserted dollar bills in the tally cards provided for salesmen so that they received their 50c bonus on each deal (over 10) in advance. Few salesmen returned their cards with the dollar bills still in.

Result: Like Hazel Bishop's, this one moved over 900 deals.





Your men will get more out of a sales meeting or convention in Havana or Varadero. You'll get more out of them. They'll relish the novelty of Havana's "old worldnew world" setting, the invigorating climate, the most modern new hotels, the many facilities for work... for sun and fun.

Cubana assigns as many planes as you need for your exclusive use, paints your name on them in big letters, decorates the interiors with your signs, slogans, campaign material. These chartered planes—modern Super G Constellations or Prop-Jet Viscounts—take off from the place you designate, fly swiftly and pleasantly to your chosen destination. Arrangements can be made for exciting refreshments and delicious meals aloft.



Further, Cubana helps you plan all activities—business or pleasure—makes suggestions for accommodations, tours, night club and casino visits. Cubana prepares preconvention literature and sends it direct to salesmen to keep them on their toes and "rarin" to go." Best of all

... for an overseas convention, the costs are less than you'd expect. It's a package deal that packs a lot of sales incentive.

FREE! Send a reservation for the informative, illustrated file folder, "A Brief case for holding your Convention in Cuba." It's crammed with ideas for planning the best convention you've ever had.

Write Dept. MG





CUBANA AIRLINES

Executive Offices: 625 Madison Ave., New York 22, N. Y. . PLaza 3-0516

"This is the size we use for the Growing Greensboro Market!"



Business is better than ever in the South — particularly in the growing Greensboro market. We need only black ink because the sales outlook is so rosy. Greensboro is 1st in the Carolinas in per family sales, outranking Charlotte and Raleigh; 3rd in the South, outranking Atlanta, Jacksonville and Ft. Lauderdale; 6th in the Nation, outranking Detroit, Cleveland and Dallas. You can't miss when you tell your story in the Greensboro News and Record. Over 100,000 circulation daily; over 400,000 readers daily.

Only medium with dominant coverage in the Growing Greensboro Market and with selling influence in over half of North Carolina!

Write today for your free 1958 Major Markets Analysis Brochure of all 280 Major Markets.

Sales Management Figures



GREENSBORO, NORTH CAROLINA Represented by Jann & Kelley, Inc.



IN DETROIT ... THERE'S

PRODUCTION and





TODAY, DETROIT'S ON THE GO!

Money's on the move! Retail business is on the rise! Employment's increasing daily! Factory wage rates are the highest in the nation! THERE'S NO TIME LIKE TODAY to step-up your Detroit advertising and speedup your Detroit sales by pushing your product in The Detroit News.

TODAY, AS ALWAYS, THE DETROIT NEWS IS THE DOMINANT SELLING

FORCE in the Detroit market. That's why The Detroit News outpulls the other two Detroit newspapers and carries more advertising linage than both of them combined.

First in Circulation 463,469 Weekdays, 572,276 Sunday, ABC 9/30/58

The Detroit News

Eastern Office 260 Madison, N.Y. . Chicago Office 435 N. Michigan, . Pacific Office 785 Market, San Francisco . Miami Beach The Leonard Co., 311 Lincoln Rd.



"The package must invite customer attention . . .

Shinex glass cleaner was tinted jade green; label was done in fluorescent yellow, pastel blue and deep blue.

... must reflect quality, suggest ease of use."

E-Z-Est products may be strictly functional aids to housekeeping, but their new packages suggest a no-work-at-all feeling.



New Package, New Size, New Price... Then Sales Began to Climb

Are you getting only sluggish movement of your products through supermarkets? The experience of E-Z-Est Products Co., maker of household cleansers, may give you a clue to what is wrong.

A PACKAGE that does a good job in one retail outlet may be a flop in a different outlet. E-Z-Est Products Co., Oakland, Calif., found this out the hard way when it started to seek expanded volume for its household cleansers by going into supermarkets.

When the firm's oldest product, and still its biggest seller, a silver polish, was introduced to the retail food trade for the first time it was in a 12-ounce bottle retailing for \$1.25. This container was a nice enough looking package that sold well through jewelry, hardware, department and variety stores. The company anticipated even better sales and more rapid turnover when the polish was offered on supermarket household cleanser

shelves. Results were both disappointing and puzzling.

"We began studying the matter," says Arnold Sampson, president of the firm, "and we became convinced that package, size, and price were wrong for that type of outlet." The company tested an eight-ounce size selling for 98c. The change in the sales picture was spectacular. Volume went up immediately. In one chain alone sales climbed 500% within two years after the new size and price were offered. Subsequent study and testing led a team composed of Sampson, Sales Manager Ray Christiansen, and chief research chemist of the firm, Dr. Carl Brieger, to this conclusion:

"In the grocery store of today, with

its emphasis on self-service, it's difficult to sell anything priced above \$1. The supermarket shopper is conscious first of price. There is no sales person to explain the value of a larger size, to push quality or any special advantage of one product over another. We found that different products call for packages of different sizes and shapes; one type of container will sell in one outlet and not in another."

It is seven or eight years since the E-Z-Est management started to make a strong bid for supermarket and grocery chain store sales. What it has learned in that interval has added up to a gross volume that has increased 37 times over what it was in 1946. Some of the factors that have contributed to the increase are:

Package appearance: "How are we going to get the self-service customer to pick up one of our products and try it?" Quality of package design



Win a woman's confidence...



Good Housekeeping never lets a woman down—whether she's reading about toasters or towels...ready-to-wear or baby fare. Because only Good Housekeeping...

- Investigates every product that is advertised in its pages.
- Checks every single claim made for those products advertised.

 Guarantees replacement or refund of money if the products do not perform as advertised.

No wonder 40,930,000* homemakers are influenced in their buying by the Good Housekeeping Guaranty Seal. Sell your product in Good Housekeeping's unique climate of confidence.

* Crossley, S.D. Survey



Good Housekeeping CREATES A CLIMATE OF CONFIDENCE FOR YOUR ADVERTISING

DECEMBER 19, 1958

was the company's first answer. Currently engaged in a two-year container redesign program, it chose a team of young San Francisco designers, Mitchell-Hopper Associates, and gave them a free hand to turn out the most beautiful and practical glass packages they could come up with." Nine of the firm's dozen household chemicals are offered in glass because of color and quality appeal.

Color appeal is particularly important in reaching women shoppers. E-Z-Est proved this to its satisfaction when it brought out a new product, a window cleaner called Shinex. The product was tinted a jade green which is clearly visible through a glass bottle stamped with a diamond motif. The label is in four diamond-shaped divisions in fluorescent yellow, pastel blue and deep blue. In launching this package no promotion of any kind was used; the container had to sell itself from the shelves of food stores. Results amazed - and continue to amaze - the company's sales department. The luminous color used, they feel, together with modern design, right size and price, are responsible for the initial sale; product satisfaction and package appearance ensure repeats.

Presenting, in this program, one redesigned package at a time in quick succession, the company is trying to establish product identity for individual items as well as family identity for its complete line - and to do both with maximum appeal. New labels have less copy and brighter colors, in many instances employing fluorescent effects and overprint on foil in place of the older pastels.

Product quality and ease of usage influence repeat sales. One of the first things the company did was to homogenize the firm's best seller, the silver polish, to eliminate the need for shaking. Sampson points out a double sales advantage: "With the elimination of settling, the product looks better and is easier to use.

Another improvement is in the making because the company has found that women don't like to get their hands messy in using cleansers. The tile, formica and appliance cleanser was originally a heavy cream that came in a 16-ounce jar; the user had to dip a cloth into the jar to get at the cream. Sampson says: "We have determined that women do not like to dip their fingers or a soggy cloth into a jar. They prefer to have something they can pour onto a cloth." So the product is being made lighter and more viscous, and will be offered in a 16-ounce bulbneck bottle with a 33mm opening.

Housewives don't like a container that leaks when it is tipped or knocked over. The company spent two years in search of a special noleak liner for the plastic closure of its glass container which holds the E-Z-Est Scratch Concealer.

Safety in the home is another consideration. The company's two chemists make sure that any household chemical it puts out is non-poisonous. "We are strict on this point," Sampson stresses.

Product name influences sales. Here are some chosen by this firm: Steeluster (for cleaning copper, aluminum and stainless steel cooking utensils); Speedip (instant tarnish remover for silver); Jeweldip; Jewelus-

Trademark: "We thought we had a good one," Sampson says. "and we have; but when we moved into food stores we found that the grocery personnel were inclined to miss the point of E-Z-Est (easiest) and to come up with 'easest'! Some customers were doing the same." So the company has restored the effectiveness of brand name and slogan ("The E-Z-Est Way") by spelling out the word "Easiest" across the top of the label and placing the original E-Z-Est trademark at the "We believe this will help bottom. untrained salespeople to pronounce the name properly," says Sampson.

This label change also will guard against misunderstanding in TV advertising where a glance must tell the story. The company is embarking on a heavy promotion of its products, much of it on TV - an added reason for the close scrutiny being given to

all package details.

Sampson emphasizes that in winning and keeping food store support the package appeal and product quality, of prime importance, must be re-inforced by sound dealer policies. E-Z-Est subscribes to Fair Trade practices and polices its line closely. Grocers are given tempting margins of profit, making the line one of the most profitable in the field.

E-Z-Est sells actively in the 11 western states through branches in Los Angeles, Portland, Ore., and Phoenix, Ariz., and ships nationally.

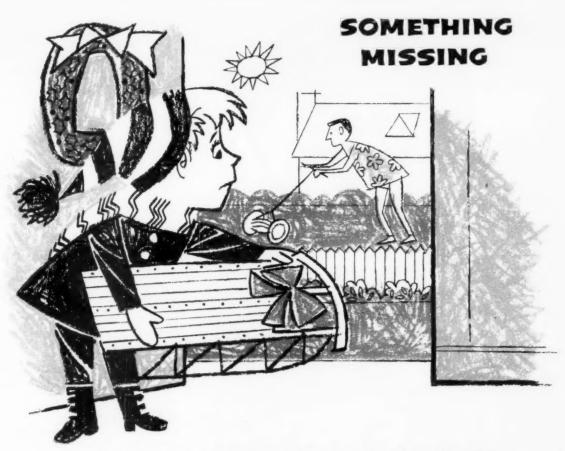
How are You Fixed - on Brands?

SM's thorough-and startling study of the five-year trend of National Vs. Private Brands has caused various national advertisers to strengthen advertising and merchandising strategy to meet their growing private brand threat.

Though A. C. Nielsen Co. makes its own continuing study of this trend in grocery products, its executive vice president, J. O. Peckham, based a recent talk on this subject before the Association of National Advertisers partly on SM's findings.

Whatever your consumer-product areas this report is vital to your brands' growth and very existence.

A limited number of copies of National vs. Private Brands is still available, at \$1 each, from Reader's Service, Sales Management, 630 Third Avenue, New York 17, N. Y. We suggest you enter your order soon.



...LIKE CALIFORNIA WITHOUT THE BILLION-DOLLAR VALLEY OF THE BEES

- √ Actually, total effective buying income of more than \$2.9 billion
- / More effective buying income than each of 22 states
- / Not covered by San Francisco and Los Angeles newspapers

Inland California is like a state unto itself — self-sufficient, impenetrable by coastside journals. Only the 3 Bees can carry your printed word effectively to its happy-spending inhabitants. Your ad belongs in the Bees.

Data source: Sales Management's 1958 Copyrighted Survey

- THE SACRAMENTO BEE
- THE MODESTO BEE
- . THE FRESNO BEE



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EXECUTIVE SHIFTS IN THE SALES WORLD

American Steel Wool Mfg. Co., Inc. . . .

Thomas J. Gibbons appointed sales manager.

Bigelow-Sanford Carpet Co., Inc. . . .

Louis J. Koller appointed sales manager, Sanford Division; Clifford B. Seeman named director of sales, Bigelow Rugs and Carpets.

Borg-Warner Corp. . . .

M. Whitney Nesbitt appointed vice president, sales, Pesco Products Division.

Carling Brewing Co....

Arthur R. Mertens elected vice president, marketing, a new post.

Casco Products Corp....

William F. Babcock appointed general sales manager.

Eastman Kodak Co....

William S. Vaughn elected vice president, general manager.

Hoffman Electronics Corp. . . .

Henry F. Schoemehl promoted to general sales manager, Roy J. Herter to assistant marketing director, Semiconductor Division.

The Parker Pen Co....

John G. Mack assumes newly created post of assistant general manager, U. S. sales. George Parker succeeds him as director, domestic sales.

Purex Corp., Ltd. . . .

Stanley F. Kord appointed vice president, sales.

Ray-O-Vac Co....

Owen R. Saluson elected vice president, domestic sales, this division of The Electric Storage Battery Co.

Reynolds Metals Co....

L. du Pont Yager appointed director, distributor sales operations.

Union Hardware Co....

Edward R. Speare, II, elected vice president, merchandising and sales, this company and its sales subsidiary, Union Hardware-Sealand, Inc.

The Glidden Co....

C. W. Lantz appointed general sales manager and David D. Joyce sales manager, distributor products, Durkee Famous Foods Division.

"The surest link between national promotion and local business is the Yellow Pages"



A Product That Isn't Different

Three established competitors sell chemicals identical to its new refrigerant/aerosol propellant. None can boast a product exclusive — but Carbide sells its Ucon with the marketing concept.

By GEORGE P. NICHOLAS

ROLLING OUT in tank cars, tank trucks and steel cylinders from a new plant at Institute, W. Va., this month are the first shipments of a wondrous stuff that can propel aerosol products out of dispensers or cool the coils of refrigeration systems.

The product is a fluorocarbon, made into a liquefied gas by sitting on it with anywhere from 15 to 150 pounds of pressure per square inch. It comes from Union Carbide Chemicals Co., a division of Union Carbide Corp. Called Ucon, it is marketed in five different compounds. Each may be used as a refrigerant or aerosol propellant.

Introduction of Ucon brings Carbide into competition with three other companies now producing fluorocarbons for these fast-growing markets.

Du Pont introduced the chemical in 1930 as Freon. Allied Chemical Corp. in 1952 brought out Genetron. And Pennsalt Chemicals Corp. broke into the market with Isotron last year.

Freon, Genetron, Isotron and Ucon sound like tweedle-dee and tweedledum which, indeed, they are.

Each comes in five compounds. Each compound is chemically identical to the like form offered by the competition. Each compound may be used by either the refrigeration or aerosol industries.

Last year's volume for fluorocarbons is thought to be some \$65 million for 200 million pounds, half the supply going to each market. Five years ago some 105 million pounds were produced, 57 million of them for use as refrigerants.

Recent plant additions by Du Pont, which has more than half the industry capacity and leads in sales, brought total capacity up to 465 million pounds.

By the end of 1962, industry sales will be up to 275 million pounds, says Carbide's John R. Hulten (pronounced Hulteen), a pipe-smoking Wisconsan whose title is manager of fluorocarbon sales but who in reality accounts to the division for the destinies of Ucon, handling all functions that are not centralized, and being responsible for a profit-loss statement on the product.

Carbide's capacity is 50 million pounds a year, the lowest among the four marketers. Because the chemical is manufactured to strict specifications none can claim a product advantage. In order to carve out a niche for itself in a new market, Carbide must depart from the established marketing strategy.

For example, where competitors sell through mixed forces including

JOHN R. HULTEN, Ucon sales manager, is responsible for the P-L statement for the product. He bosses marketing and all non-centralized staff functions.

distributors, national sales agents, regional agents and their own men, Carbide will use only Carbide men.

"You can break into the market faster by using commission men," Hulten concedes. "They're already calling on prospects with other lines. But you cannot satisfactorily control your marketing activities except when you market through your own sales force. Direct company representation results in maximum customer attention."

To sell these diverse markets, Carbide has two sales staffs under two sales managers. Moreover, because the refrigerant market is itself divided into two parts, men on that staff specialize.

About 55% of refrigerant volume goes to the nation's 450 refrigeration parts wholesalers, who are in the market for fluorocarbons to "charge" leaky systems for repairmen.

The 100 men selling this market handle other division products and have quotas for refrigerant sales. They report to the division's industrial sales manager but are responsible for product sales to Carbide's refrigerant sales manager, Thomas M. Hartley.

Hartley, who switched over from Carbide's Linde Co., where he was assistant to the gas apparatus sales manager, also bosses the men selling to the other half of the refrigerant market.

This market, accounting for 45% of refrigerant sales, is made up of 400 original equipment manufacturers. Among the OEM are makers of complete refrigeration and air conditioning units, assemblers, and parts companies specializing in "charged tubing."

Refrigerant Manager Hartley says he is recruiting a staff of sales-minded



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chemical or mechanical engineers to sell this technical market. Until now only he and Hulten were selling it; the demand had been small because OEM customers require samples which Carbide did not have.

Although men selling to parts wholesalers handle other division products, the rigid specifications of OEM mean salesmen selling them must specialize on refrigerants.

The wholesaler market will broaden faster than the OEM market, Hulten feels. Although many new units use hermetically sealed systems, which require less charging, the increasing number of units in use means the wholesalers will have more to service.

To sell the 150 contract loaders who fill aerosol containers for marketers, and the handful of marketers who fill their own, Carbide will sell direct through its staff of four men.

► Four men for 150 prospects?

"We find we need over 100 men to serve 450 refrigeration parts whole-salers because, being a service industry, they are spread throughout the country. The aerosol loaders, though, are so situated geographically [they are concentrated in the Midwest and along the North Eastern seaboard] that four men can cover the market. Moreover, as in many other industries, the bulk of the business is handled by relatively few," Hulten says.

The division's propellant sales manager is Rusty Husted. He rejoined Carbide to take on the post after selling synthetic organic chemicals for them for five years and for the last 10 years serving in various capacities from quality control manager to general sales manager for Titeflex, Inc., an aircraft component maker.

In areas where prospects are few and sparse, the 100 division industrial salesmen selling the refrigeration parts wholesalers will also handle aerosol and OEM accounts. All men work out of 28 division district sales offices. Carbide has its choice of over 1,000 existing corporate warehouses and 120 bulk stations.

Coordinating marketing activities while the product is being launched is R. M. Joslin, the division's director of new product marketing. He has the function for all new products. John A. Field is the division's marketing vice president.

But, because Sales Manager Hulten is responsible for the P-L statement, he has in his bailiwick all executive functions not handled by centralized departments. Besides marketing, these activities include office management, personnel recruitment and training for fluorocarbons.

Though advertising is centralized,

Carbide to Sell Two Markets

Fluorocarbons are propellants for aerosols, and refrigerants for air conditioners, refrigerators

Push the button and you may instantly have a mist, foam, emulsion or powder that will perform disciplines like spraying the right dosage of asthma relief compound or forming a plastic bandage.

The genie in aerosol dispensers serves up some 250 different types of products. Last year, about 390 million non-food aerosol units (the only ones that use fluorocarbons) were sold for a retail volume of \$390 million. In 1953 only 140 million units were sold.

Insecticides were the first aerosol; G.I.'s remember the famous "bug bomb" and marketers shuddered at the thought of introducing consumer products in the same heavy, steel packages. Continental Can developed the "beer can" package that enabled marketers to package for consumers and brought the industry from a dead start in 1948 to one that may sell a billion units in 1960.

Although Union Carbide keeps a watchful eye on what industries are using aerosols its immediate concern is with the genie mixed in with the product—the most expensive part of the package.

Fluorocarbons, which sold at some \$33 million last year for aerosols, are the top propellant. But the government has not approved their use in foods, which may become an important market. Whipped cream, one of the strong categories, uses nitrous oxide or carbon dioxide. Toothpaste, a new aerosol, uses nitrogen.

Marketers refuse to project propellant sales because two factors will have an important effect on the market. Loaders are going to bigger packages, which require proportionately more propellant, but marketers are teaching them to use less propellant.

Most agree, though, that the market for propellants will become more important than that for refrigerants.

Last year, 1,600,000 room air conditioners were sold, according to Electrical Merchandising. This is a dip from 1,828,000 in 1956 but a sharp rise from the 73,630 sold in 1948. Only 9.6% of wired homes have an air conditioner. Only 7 or 8% of new homes being built are air conditioned; both consumer markets are big.

Industrial applications are many. Air conditioning must be used for plants that work with precision instruments. Commercial aircraft are beginning to install air conditioners; engine cooling systems for high-speed planes will soon be produced. And the refrigeration market is big.

The industry produced equipment with a factory value of \$600 million last year.

Fluorocarbons now account for 70 to 80% of refrigerants installed in new systems. They bumped ammonia and other chemicals out of the top spot because they are non-flammable, non-explosive, odorless and have a wide range of boiling points, giving them a broad refrigeration temperature range. They are also adaptable for use in any type of compressor.

two men from the division's advertising department work closely with Hulten on product and promotion planning. They report to the division's manager of advertising for administrative purposes.

In like fashion, Hulten coordinates

In like fashion, Hulten coordinates affairs at the division's Technical Service Laboratory when they concern Ucon, even though the manager of fluorocarbon technical service reports for administration to the division's manager of technical service.

The laboratory is used by the entire division. Located at Eastview, in New York's Westchester County, its work provides a strong sales adjunct to this technical industry and gives the theme for many promotions. Technicians work with both immediate and long-range problems.

In propellants, for example, research is now going on to put together a suitable formula for a customer's anti-perspirant (an immediate problem) and to try to find out more about corrosion, an industry headache (a long-range project).

Centralized research facilities enable the fluorocarbons department to draw upon findings by the rest of the division. Aerosol cosmetics, one of the top markets, are based on emultion chemistry, an area where the division has long been active.

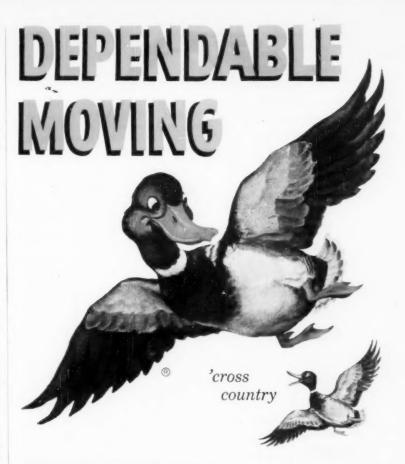
The laboratory is also used to train salesmen. Says Hulten, "Knowledge of products and knowledge of customers are the two most important sales tools." ◆

COMING SOON

"Color for Industrial Products"

There's nothing standard about "machine tool standard gray" any more—or about any industrial standard color.

- The Crescent Co. boosted automotive division volume 45% by offering oil company accounts battery cable lines in their station colors.
- The Hyster Co. brought lift truck sales to a new high by coloring them to show a low center of gravity.
- Machine tool makers are adopting a standard color coding system that indicates electrical parts, moving parts, etc.





"Allied's sure our good friend"

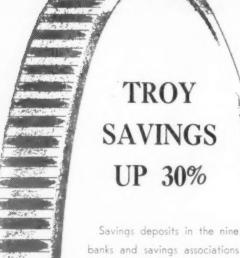
It's so much easier for you... and safer for your things when you move with Allied—the No. 1 specialist in long distance moving (packing and storage, too). He'll handle all the details, from packing brica-brac to arranging furniture. Your goods are moved with expert care, and right on time!

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THE TROY RECORD THE TIMES RECORD

Troy, N.Y.

You've Got to Sell When You Dominate

Domination of a market is every sales manager's dream. But it carries a few pitfalls, according to Robert M. Graham, field sales manager, Indian Head Mills.

He says Indian Head's All Purpose Cotton (sold direct to 1.800 large retailers and about 30,000 smaller retailers through distributors) dominates the market. But . . .

"Because our product is well distributed, nationally advertised and demanded by the consumer," say Graham, "retailers are inclined to take it for granted. They relegate it to a low-traffic dark corner of the department."

And, he observes, "We can't be complacement because we have witnessed declining sales when selling stops."

This year Indian Head came up with an idea that improved displays in more than 150 of its major department store accounts. Each field salesman was equipped with a Polaroid Land "Highlander" camera, complete with case, flash holder, film and bulbs (cost: about \$100).

On visiting the department, the salesman would snap a picture of the product display before approaching the buyer. Removing the picture, he'd say, "Mr. Buyer, our New York office wants photographs of our Indian Head displays in the top 100 stores around the country and frankly, I'm ashamed of this one. I'd like to put our merchandise on a good traffic table and order a sign that really sells."

▶ Says Graham: "In the majority of calls, immediate cooperation was extended, the display changed, a hard-sell sign ordered and a new picture made of the new, improved display."

As a good will gesture, additional photos of the buyer at his desk or the sales girls in the department or the salesman and buyer together were made and left with those pictured.

The results: "Almost every improved display brought extra counter space and highlighted the need for an immediate fill-in of stock, resulting in a sizable order on that call.

"On return calls our salesmen have pointed up the increased full-profit volume on our product and the buyer has been convinced that the goods merit a choice display."

At an average cost of \$10 per store, Indian Head pictured the improvement, and got it. ◆

Consumer Buying Plans

Report No. 1 of a continuing study being conducted by the National Industrial Conference Board. Findings are based on data gathered by Sind-linger & Co., Inc. The study continues every day of the week, all year. It is designed as a measure of trends-trends in consumer plans to purchase everything from automobiles, washing machines, furniture, floor covering to wearing apparel, etc. It finds out what the average American thinks is the economic outlook for the next six months; how recent consumer buying plans compare with those of last spring; how consumer buying plans and attitudes are conditioned by current events, changes in the job picture, new products, etc. For full information about the study, write to Andrew J. Cullen, Director of Research, Newsweek, Broadway and 42nd St., New York 36, N. Y., attention Dept. SM.

Canada's London

According to this newest data file, it's a diversified and growing community with \$168,785,000 effective buying income, \$164,874,000 total retail sales, \$5,800 average income per family, \$65.93 average weekly wage in industry, 32,793 employed in industry alone, 36,340 passenger cars. Included is a tabulation of figures on the London and Southwestern Ontario market, with county breakdowns. Copies of "Market Facts of London and Southwestern Ontario Market" are available from Charles G. Fenn, Advertising Director, The London Free Press, London, Ontario, Can., attention Dept. SM.

Small Car Market

For the sale of new domestic cars and small foreign cars it is one and the same—predominantly the high-income, managerial or professional family. This is the basic marketing fact revealed in two new national studies. Both studies were conducted at the same time with the use of the same questionnaire. They are both concerned with actual buyers of new cars, selected on a national cross sectional basis from the new car registration files of R. L. Polk Co. Reported to be the first national survey of the small car market in which all makes

are represented in their proper proportions. A few highlights: Average income of the domestic small car buyer today is \$11,100; that of the buyer of a small foreign car, \$10,399. This compares with the nation's average of \$5,637. Families with incomes of \$5,000 or more account for better than four out of five of all cars sold today—whether domestic or foreign. Three out of four buyers in both fields are either managerial or professional men. For your copy of "The Market for Small Cars Today," write to Wesley T. Jones, U.S. News & World Report, 2300 N. St., N.W., Washington 7, D. C., attention Dept. SM.

Supermarket Shoppers

Fifth annual continuing survey of their buying habits and attitudes. It gives their reasons for selecting favorite supermarkets; details the influences of food store advertising in newspapers and over radio and television; tells of their attitudes toward self-service meats, purchase of nonfood items in supermarkets, trading stamps and check-cashing in supermarkets. Copies (\$1 each) may be obtained from John Burgoyne, Burgoyne Grocery and Drug Index, Inc., First National Bank Bldg., Cincinnati 2, O., attention Dept. SM.

Magazine Combinations

This report, "Audiences Reached Through Magazine Combinations, 1958," presents findings for combina-tions of magazines reported individually in "The Audiences of Nine Magazines, 1958," a national study conducted by Alfred Politz Research, Inc. The magazines are Life, Look, The Saturday Evening Post, Time, Better Homes & Gardens, Good Housekeeping, Ladies' Home Journal, McCall's, Reader's Digest. Data permit the advertiser to evaluate the market available in various combinations of magazines: percentage of coverage of population, number of different people reached, frequency with which the average reader is reached by the combination of magazines and the total of the individual audiences of the magazines in all combinations of two, three and four magazines of the nine studied. Selected combinations of five, six, seven, eight, nine magazines and the exclusive audiences of each of the nine magazines are also shown. Included are data (for the first time) on the actual reach by each combination to such key market groups as males, females and people in households with children. A copy of the full report is available from Donald Perkins, Advertising Director, Look, 488 Madison Ave., New York 22, N. Y., attention Dept. SM.

Construction Contract Data

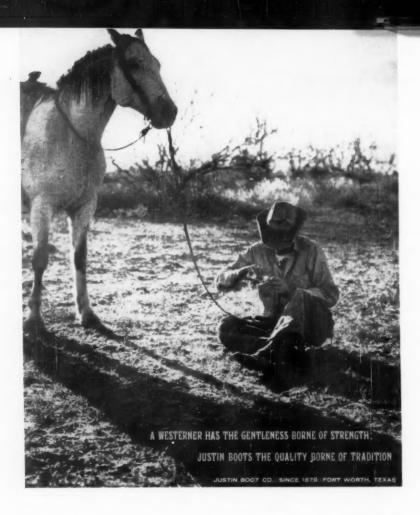
This booklet will tell you how you can measure the effectiveness of your company's marketing efforts in the new construction field. It tells how you can answer many of your own questions about vour marketing and sales position - such questions as: Where do I stand in my market? How much of it am I getting now? Is my company gaining or losing ground? How can I estimate future demand for our product or service? A copy of "Construction Contract Statistics" may be obtained from The Advertising Department, Construction News and Statistics Division, F. W. Dodge Corp., 119 W. 40th St., New York 18, N. Y., attention Dept. SM..

Leasing Motor Vehicles

An outline of a business-car leasing plan that offers all the advantages of company fleet ownership without the investment. It covers what vehicles can be leased under the plan; minimum units; length of lease; insurance; delivery operation and maintenance; explanation of net cost of vehicle. Listed are comparative advantages of the plan over company ownership and employe operated. For your copy of "Motor Vehicle Leasing Plan" write to Armand Schoen, General Manager, Wheels, Inc., 6200 N. Western Ave., Chicago, Ill., attention Dept. SM.

Footwear and Hosiery Sales

According to this new survey of women's, teen-age girls' and children's footwear and hosiery, most women buy two pairs each of street shoes, two pairs of casual shoes yearly. The pump is still the most favored and most bought shoe. Data include the buying patterns, usage and brand preferences for shoes, bedroom slippers, protective footwear, hosiery and other accessories. For a copy of "Women's, Teen-Age Girls' and Children's Footwear and Hosiery," write to Lorna Opatow, Director of Consumer Research, Good Housekeeping, 57th St. at 8th Ave., New York 19, N. Y., attention Dept. SM.



Behind Justin's Sales Upswing: Softer Sell, Redoubled Service

TV's frenzied preoccupation with cowboys — and all America's drift toward more outdoor life—have created a sunny sales climate for the bootmakers of Ft. Worth. And they're taking advantage of it: 1,258 new accounts opened up in nine months!

By MARY PIRIE

GENERALLY REGARDED as the largest manufacturer of quality cowboy boots in the world, Justin Boot Co. of Ft. Worth is disinclined to rest on its laurels. Two years ago it took a long look at its sales and advertising procedures—then switched from hard sell to soft. Service was intensified to retailer and ultimate consumer.

Sales Manager Jack Harrell says the changeover has had much to do with 1958's gain of 20% through the first three quarters. (Year's expected increase may reach a total of 22%.)

To be sure, the company has benefited by (a) the influence of cowboys galloping across the TV screen, and rodeos touring the country; (b) the outdoor-living trend which may extend only as far as the backyard barbecue pit, or may take in hunting, fishing, boating, camping and riding sports. More people now want more outdoor footwear than ever before—and Justin has the right styles, from genuine cowboy boots, 12 inches high

and tough as a brone (the company's made them since 1879) to leisure-type outdoor boots with merely a touch of the Old West in stitching or scalloping. (Boots for real cowmen retail at around \$39 per pair; leisure footwear is competitively priced.)

In 1957 Justin began to push its timely product with a new three-point program, purposeful as a cattle roundup. It introduced soft selling by Justin representatives, with emphasis on service; "our dealer is king" treatment of retailers by the home office; softsell consumer advertising, radically different from Justin's previous approach and that of most outdoor-footwear manufacturers.

With territory realignment and the appointment of some new salesmen, each man was given a smaller area to cover. Paper work was practically done away with. ("I go to the salesman instead of asking for long written reports," says Harrell, who spends about 40% of his time in the field.) Justin representatives thus had time to call on each dealer more often, not merely to make high-powered sales talks but to study the footwear-merchandising problems of each store. Service is now available to retailers in such matters as:

- 1. Setting up an inventory program with Justin Inventory Control sheets. Supplied without charge, these show the dealer what he has in stock and on order, what fill-ins he needs, which styles are selling best and which need pushing. Justin Inventory Control may be adapted to the dealer's entire shoe stock.
- 2. Arranging displays of Justin footwear, with full-color posters supplied free of charge. The Justin salesman will even help set up the merchant's entire footwear section if desired.
- 3. Planning sales events and advertising (Justin mats, copy and layouts are offered free of charge, media space on a cooperative basis).
- 4. Training retail salespeople to sell Justin's leathers and special con-

VANITY—ALL IS VANITY! Justin is aften called upon by VIP's and Nat-So-VIP's to custom-make boots to the customer's own design. Left: Made for Arthur Godfrey. Right: Turned out for Dan Thornton, former governor of Colorado, an enthusiastic raiser of shorthorn cattle.





struction features, and familiarizing them with the more than 100 different processes—mostly performed by hand—involved in making each pair. (Justin works so closely with retailers that its representative may even wait on customers, getting their reactions to Justin boots first-hand.)

Several of Justin's 25 salesmen regularly attend horse shows and rodeos to learn cowboys' and horsemen's footwear preferences. Their research contributes to the company's continuing study of style and functional trends.

When service selling had begun bringing in increased business from most retailers, Justin, in January of this year, started to intensify its drive for new accounts. The first three quarters of 1958 saw 1,258 new retailers added in all three merchandise divisions (Boot and Other Footwear, with sales of over \$2 million representing about 70% of 1958's total volume; Belts; Personal Leather Goods like purses and billfolds). Though some new markets have been opened up, most of the new accounts were secured in existing territories.

Salesmen's biggest talking points are (1) Justin's 79-year reputation for fine footwear; (2) its modern styling of conservative Wellingtons, slipons, odhpurs, and matching "family" boot sets for dad, mom and the kids as well as cowboy boots; (3) its "dealer is king" policy.

Justin's average markup of 40% is considerably higher than most boot manufacturers allow. And since 1957 this markup has been credited to retailers even on orders for Justin Personality Boots placed with the factory by the consumer and shipped direct. For example, a West Texas rancher may crave a pair of cowboy boots with his cattle brand or his ranch's name inlaid in color. (One mink rancher sent Justin two mink pelts to be worked into boot tops. Others have asked for-and gotten-silver, gold or diamond-chip trims, or pictures of prize-winning bulls. Since 1879 Justin has said, "Whatever the customer wants, we will make.") On such custom-made boots a check for the profit goes to the Justin retailer in the customer's area-along with the latter's name and address for mailing list

The company follows the same plan on consumer orders received as a result of national advertising. "This

Ask Any Cowpoke!

"JUSTINS—Any cowman knows that this word is synonymous with good cowboy boots. From the day in 1879 when Joe Justin settled at Old Spanish Fort on the Texas side of the Red River and made his first pair of boots, down through the years to the present modern factory in Fort Worth, Texas . . . Justin's has set the style in cowboy boots. A few men have left their names to enrich permanently the vocabulary of the westerner . . . Among these are Colt, Stetson, Levi and Justin. Even easterners by now know what these names represent."

So says Western Words, a dictionary of the range, cowcamp and trail, by Ramon F. Adams, University of Oklahoma Press.

Today, with John S. Justin, Jr., (grandson of the founder) as president, Justin Boot Co. is generally rated as the largest manufacturer of quality cowboy boots in the world. It also makes boots for men, women and kids who just like to get outdoors. Footwear sales total over \$2 million annually. Additional volume comes from such extras as belts, billfolds, purses.

policy has brought us many letters of warm appreciation from dealers,"

comments Harrell.

Justin's dealer kit of over 15 pieces includes an illustrated brochure, "Background for Better Boot Sales." Prepared after consultation with some of the country's leading boot retailers, it discusses such subjects as boot construction features the retailer should especially look for and point out to customers, effective displays, good stock-keeping and inventory control. "All of our dealers' interests are ours," Harrell explains.

Other aids in the dealer kit: price lists both with and without wholesale prices (the "without" lists can be shown to the customer); can't-go-wrong measuring charts for Justin custom-made boots; a "How to Make Your Newspaper Advertising More Profitable" brochure which briefly discusses the principles of effective layout and copy, and shows Justin newspaper ads for which mats are availa-

In Justin's home office the sales manager's assistant, Bob Whisenant, handles all dealer complaints regardless of what departments they involve. This insures prompt, satisfactory adjustment and letters worded to build good will instead of tearing it down (as can happen when complaints are handled by a number of different individuals, some of whom may not be salesminded).

"We try to persuade each retailer that he's much more than just another name on our books," says Harrell. "Nowadays, each new Justin dealer receives a personal letter of welcome signed by President John S. Justin, Jr., or myself."

The Justin factory keeps 35,000 pairs of boots in stock for same-day shipment. This helps the dealer to operate with smaller inventory, and get fill-ins and new fashions quickly.

"In early 1958, our factory was geared to an expected sales increase of 5%," Harrell remarks. "A 20% increase in the first quarter made us

step up production-fast."

In mid-1957 Justin executives sat down with Bevel Associates of Ft. Worth and Dallas to consider how Justin advertising might be revamped for greater sales appeal. Like most manufacturers in its field, Justin had been running hard-sell ads showing a boot or boots, some prosaic printed detail about the merchandise, the company signature—and nothing else. Justin and Bevel now decided to cash in on the popular appeal of the Old West by superimposing photographs of Justin boots against backgrounds of cattle roundups, campfires, rodeos, sky and plain.

One of 1958's soft-sell advertisements shows a cowboy leaning over a campfire, intently stirring something in a large pot. Copy reads:

"Some Things Are a Tradition in the West— Like Son-of-a-Gun Stew; Like

In the lower right-hand corner of the ad appears a Justin boot, with the slogan, "Since 1879

Justin Boots"

JUSTIN Fort Worth, Texas"

Another advertisement shows two cowpokes sitting on a corral fence. Copy above the picture: "A Westerner Likes a Break after a Long Hard Day"

Below it:

"A Westerner More Often Than Not Wears Justin Boots"

In the lower right-hand corner appears the slogan, "Since 1879....."

All scenes are authentic-either photographs, or drawings done by artists who know and love the West. Appearing in national magazines of outdoor type, the advertisements are bringing many enthusiastic letters, especially from the North and the East, where they're helping the company to open up some new markets. (Though about 75% of sales volume still comes from such western states as Texas, California, Colorado, Wyoming and Oregon, Justin now has national distribution-scattered in some sections. The company sees an interesting future, especially for its Wellington boots, in areas that were unexplored by it two years ago.)

The dealer catalog now shows lively cattle-country scenes and Justin

boots in color photography. "We attribute part of our 1958 sales increase to this type of catalog," says Harrell. Justin's many dealer mailings and retailer mailing aids like customers' statement inserts also have a western touch.

The company hasn't increased its advertising appropriation (5% of sales) but has changed some media. Most of 1958's publication money went into consumer media: The Western Horseman; Dude Rancher Magazine; The Horse Lover's Magazine; True West; True; Annual Edition of Rodeo Sports News; Farm and Ranch; Fort Worth Magazine; West Texas Today; Frontier Times; The Cattleman; Rocky Mountain States Men's Apparel Club Buyers Guide; Hoofs and Horns.

Justin is vitally interested in rodeos and riding events of every kind. John S. Justin, Jr., belongs to several riding associations like the Rough Riders of the Rockies and the Los Charros Desiertos of Tucson, Ariz. Made up of ranchers, leading business men and national celebrities, these associations sponsor week-long rides through rough terrain. Such contacts help President Justin and his company keep up with outdoor footwear trends.

Cy Taillon, nationally famous rodeo announcer, displays a pair of Justin Boots at each rodeo. Valued at \$450, with silver-and-gold-inlay toe and heel trim, these boots are awarded to the All-Round Champion Cowboy each year, usually being presented at the January Grand National in Denver.

During the 1958 Southwestern Exposition & Fat Stock Show & Rodeo, Ft. Worth, Justin ran a 30-minute TV program, "Cowboy Interviews," telecast on Station KFJZ. The approach was soft sell. Though a Justin background was kept on camera, none of the cowboy guests were asked how they liked the boots. Many, however, volunteered good plugs.

Retailers, incidentally, buy considerable spot space on TV and radio, as well as newspaper space.

Not all shoe-repair men can mend fine boots in a way that preserves their fit, comfort and appearance, so Justin suggests its cowboy boots "come home for repairs." Tagged to each pair, a 3 x 3¼ in. booklet tells the customer how to care for his boots, and includes a repair order form.

Copy promises, "Your boots will be rebuilt with Justin's premium quality materials and workmanship over the last on which they were originally made. No matter how old or worn your Justin Boots become, they can usually be repaired so they will fit and feel right . . . look almost like new."

Company Togetherness

"The real problem of the executive does not spring from equipment—it springs from the idiosyncrasies of people. To achieve outstanding results, every employe must feel that he is both an individual and a partner in your organization."

> Charles M. Skade Senior Vice-President, Administration, Fuller & Smith & Ross, Inc.

Box Office (...and Pardon Our Pun!)

THAT COVETED ASSET, a "good" New York office address, is available now through "Officette," to the delight of several hundred "office-under-my-hat" small business and professional men. Using midtown New York street and number addresses, subscribers have their mail delivered to compact units in Grand Central or the Long Island Railroad station. Each subscriber has a key to his own numbered box in the unit, so that he may pick up his mail as he chooses, or, if he prefers, have it forwarded. In each unit there are 216 boxes, exactly like those you rent at the Post Office.

Subscribers include salesmen, real estate people, mail order firms, professionals of various kinds, short-term users who want their mail cared for while traveling or vacationing, andit is suspected-romantic individuals who'd rather get certain billets-doux through a private address. One large firm maintains boxes for several of its salesmen.

A secretarial bureau and a telephone answering service are operated in conjunction with the mail service. Subscribers may use any or all of it, paying only for what they get.

Officette is the brain child of two

OFFICETTE

THIS IS OFFICETTE, the plant and fixtures of dozens of "office-intheir-hat" businessmen. At present there are two such mail services; one in Grand Central Station and one in the Long Island Railroad Station in Manhattan, where they are passed by commuters every day. Rent for a private mail box runs at a minimum of \$6 per month.

brothers, Bernard and Emanuel Feigen, an attorney and an accountant. They had subscribed to telephone answering services and it occurred to them that there should be something of the sort, but with special features, such as a prestige address for an easily accessible center from which mail could be picked up at any hour. After some planning and testing, they had their units installed in the two stations last January. Negotiations are under way for installation of a third, in the Port Authority Bus Terminal,

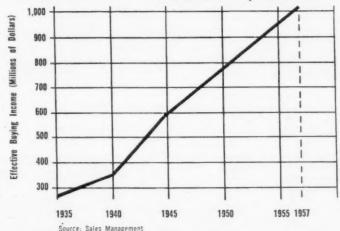
also in midtown New York.

The service is flexible, available on permanent or short-term basis. Prices range from \$6 a month for mail receipt and forwarding to \$15 for both mail and telephone answering serv-

In establishing such a business, the approval of the U.S. Post Office is necessary at each stage. Applicants fill out forms subject to scrutiny by postal representatives. Despite these precautions, one shady character sought by the authorities dared to rent a box. His behavior made the Feigens suspicious and a tip to the police led to his arrest.

WORCESTER NOW A BILLION DOLLAR MARKET \$1,039,790,000

Effective Buying Income Worcester County 1935-1957



2nd Market in Massachusetts with

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Daily Circulation

105,300 Audit Dec. 31, 1957

TELEGRAM AND GAZETTE
WORCESTER, MASSACHUSETTS

MOLONEY, REGAN & SCHMITT, Inc.



A Cash Buyer Visits The Wailing Wall

... and far be it from us to say his lamentation isn't justified. He lays his greenbacks on the line to complete a nice clean sale. But what happens if the product isn't satisfactory? Does he get fast, efficient service? Is he appreciated? Not on your life!

By WILLIAM E. GOULD*

I am that disconsolate figure, the forgotten man of these topsy-turvy times—the eash buyer. Hear my tale of woe.

It all began with the refrigerator. Our venerable icebox, after years of faithful service, breathed its last. A replacement was necessary, so I went to a large department store. The eager, young salesman was very attentive and before long I had chosen the gleaming white new article I wanted.

Then the adventure began.

"We are accustomed to asking for a 20% down payment," the salesman led off, letting drop the insinuation that perhaps a lesser amount might be accepted in my case. I must have looked poor. "You may extend the payments over 18 months if you desire."

"Oh, no. That won't be necessary," was the reply, as I reached for my check book. "T'll pay cash."

▶ The young face blanched. Be-wilderment came. Being the venture-some sort, however, our doughty salesman steeled himself for a new experience, wrote out the sales tag with trembling hand. When I left, he could be seen talking behind his hand to another salesman, all the while nodding in my direction. The other just stared.

The refrigerator duly was delivered to our home, some five miles into the suburbs. There was only one thing

wrong. It didn't work.

A call to the store brought the sound of a sweet, young girlish voice from something bearing the peculiar title of "service department." The ailment of the refrigerator was carefully described, symptom by symptom. It occasioned no surprise to the owner of the sweet voice.

live in the suburbs, Thursday is the day our truck calls in your neighborhood."

This was interesting information, event that no truck called on Thurs-

"I'll take your name. Since you

This was interesting information, except that no truck called on Thursday, or the next, or the next. Each time the sweet, young voice feigned surprise.

I went to the store. I found the office marked "Manager." I asked the young lady there if the Manager was in

"Yes, but he is busy. May I help vou?"

"No, thank you. I'll wait."

And I did.

After a considerable period, a very dapper, very polite, very young man appeared from a neighboring office.

"How do you do? I am the Assistant Manager," he said in a manner designed to be impressive. "The Manager is very busy. Can I serve you?"

"No, thank you. I wish to see the Manager, himself. I have time. I can wait"

The young lady, after an unkind look in my direction, then went into the Manager's office.

"The Manager will see you now," she said, on her return.

He was all courtesy. I reported the ails of our refrigerator and the failure of the repair truck to arrive. He nodded in a knowing manner and took up his telephone.

"Has the new starting unit for Mr. Gould's refrigerator arrived yet?" he asked, adding, "Mr. Gould is here in

my office.'

I could not hear the subdued reply. Then the Manager said, "The parts arrived this morning. Our repairman will have them installed at once."

The repairman arrived the next day (not a Thursday). The refrigerator has given fine service since.

I happened to mention the incident to an employe of the utility company some time later. "Oh, they have had starting trouble generally with that model," he said.

Then the light dawned. No individual diagnosis had been necessary. Other buyers, the so-much-down, so-much-a-month ones, no doubt, had gotten theirs fixed already! Those alert young persons at the store knew the chances of collecting installments on refrigerators which did not work satisfactorily were nil. As for me, the cash buyer, they already had my money!

▶ Then there was the television set, purchased at another large store from another eager young salesman. Once more the look of surprise, the fumbling for little-used sales documents, the awesome demeanor, the pointing at me—the curious person who pays cash.

This time, the TV set did not seem to look like a proper piece of furniture. A cursory examination showed at once that its base was that of another set.

"I don't know anything about it," the delivery man said. "That's what they sent," and away he went.

Another sweet-voiced young lady from another "service department" indicated that the base to our set had been marred and a replacement ordered, meanwhile a substitute had been provided "temporarily." The "temporary" substitute threatened to become permanent, until, after a few weeks, I called upon another Manager, not being content with any subordinates, no matter how young and personally charming. The proper base was installed the next day.

"Maybe it's these big, impersonal corporations," said I in my innocence.

▶ Next time I tried a local concern, for purchase of a record-player and FM radio, a beautiful console model. "Oh, thank you!" said the salesman,

"Oh, thank you!" said the salesman, very eager, very gracious, looking incredulously at the check for payment in full.

The set came. The record-changing apparatus did not work properly.

This time the sweet, young thing of yet another "service department" actually got a service truck to my home the next day.

"There's nothing like local enterprise!" I said.

Unfortunately, the repairman indicated that the trouble was such as could be eliminated only "in the shop." He left and took the set with him.

And that was the last time I saw the machine until I had made yet another pilgrimage into town to see yet another Manager.

It appeared that a part for the

Dr. Gould is a professor at San Jose State College, San Jose, Calif.

record-player was defective, the factory was in the east, a part was to be "picked up locally." This was all very well, except that something seemed to have gone wrong with the telephone or the errand-boy's legs during the days I had waited.

"What a fool I was to pay cash!" I cried to this latest Manager. "If I still owed you money, you'd fix my machine in a hurry!" That had him. He made no reply, but both the telephone and the errand-boy's legs suddenly remedied themselves. The job was done.

▶ Then there was the car.

One day, under the windshield wiper of the old vehicle, parked near the baseball stadium, appeared a small card:

"Would you take up to \$1200 for your 1954 car on trade for a new model? Automotive Sales Co., ask for Jack Jones."

Here was merchandising enterprise for sure! Of course I would take "up to \$1200" for the old heap, provided of course that the price on the new car were not inflated correspondingly.

I drove my old car to the agency. Immediately I was beseiged by many very eager, very enthusiastic young men. "Would you like to trade it in today" they asked.

I asked for Jones, who was a particularly nice-looking young fellow. I permitted him to inform me of some of the features of the gleaming new models in the display room. Indicating one that seemed to be what I wanted, I asked: "How much cash in addition to my car will it take to buy this one?"

This seemed to me to be the essence of the matter, but it did nothing but bring forth a glib discussion of money down, payments per month, interest rate, taxes, license, insurance and the like.

I interrupted to explain that I expected to buy for cash, if the amount of difference between the old car and the new one came within the range I thought I could afford.

This brought nothing except a rapid, enthusiastic discussion of the various accessories, items of special equipment and other "extras" either presently on, or soon to be added to, the new car, the advantages of each and so on.

"Listen, young man!" said I. "All I want to know is how much cash money it will take to make your car my car!"

He seemed bewildered.

▶ Then the inspiration, prompted by experience, came to me. Surely this

place, too, has a Manager! Let's try

He was "very busy," so it was necessary to send the salesman as an emissary. I mentioned a modest cash figure I was prepared to give in addition to my car for relay to the Great Man. "This, at Jeast, ought to get the ball rolling," I thought.

All it did was bring young Jones back with a scribbled note from the Manager, containing these words:

"Be reasonable, Mr. Gould!"

I became so reasonable that I wasted no time in driving to a dealer

in the next town.

So this is the sad plight of the cash buyer. If he can prevail upon the modern-day salesman to take his money, he waits at the back of the line for service — and sometimes he can't even get one of these eager, young persons to place so much as a price on the merchandise!

It almost makes him long for the "good old days" of the great depression, when a salesman did some real selling, when the buyer got real value for his money, and when the cash

buyer was a king! ◆



How GrayLine simplified Expense Reports help you meet 1959 income tax requirements

Report forms.



ORDER TODAY! A year's supply — 50 weekly sets — in plastic envelope to keep them clean and handy. Also available in boxes of 500. Ask for Wilson Jones No. 44-950.

2-part "Snap-A-Way" form provides quick, accurate record in duplicate . . . with one writing.

All headings are there for easy, fast recording. Auditing space on back of employer's copy. Complete, time-saving summaries ready when preparing your tax return in 1960.

GrayLine "Snap-A-Way" Expense Reports cost you less than 4¢ per week. If your stationery dealer cannot supply you, mail coupon.

You will do right by yourself and stay right with Uncle Sam by keeping a complete, accurate

record of your 1959 deductible and reimbursed

expenses with GrayLine "Snap-A-Way" Expense

WI	LSON	JON	ES

(\$20 STEE)



WILSON JONES COMPANY 209 South Jefferson Street, Chicago 6, Illinois	SM-12
Please send me a Free sample Expense Report and complete information about it.	Form
Name	
Address	

Three Display Problems— Three Solutions





The Burgermeister Brewing Corp., California, was determined to fix in the public mind "the thought of beer as a beverage to accompany good food." Cliche or not, it was easier said than done!

Food stores and meat departments just wouldn't cooperate on displays involving foods and beer; they thought it hardly practical to set up cooked foods with beer. And-often the worst hurdle—the brewery had to convince a chain or multiple-operation key man that co-displays of beer and menu items were good business and simple to handle, in spite of the fact

that they were really not simple at all.

The display above made the difference in acceptance attitudes. The steak, glass and contents are made of plastic; the rest of the display is made in conjunction with a lithographic process. The punctured beer can helps create the illusion.

The displays are provided at no charge to the stores and have been enthusiastically received. The brewery's field men help to set them up. An added advantage is that, unlike displays using actual food, they can, and do, remain in place for a week or two, continuously stimulating sales.

The worst thing that can happen to a food manufacturer is to have his product resting in obscurity somewhere among thousands of other food items at the local supermarket.

It very nearly happened to Tropicana Products, Inc., Florida, until President Anthony T. Rossi conceived and designed a new refrigerated, self-service display machine for juices.

Manufactured by Tropicana's wholly owned subsidiary, Display-O-Matic, Inc., the new machine also solves the problem of proper refrigeration for chilled juice products sold in cartons. Orange juice, which leads chilled juice sales, deteriorates when exposed to the fluctuating temperatures of the average food store dairy case.

How to Reach Minds—and Hearts— When you Talk to People

(continued from page 34)

ability walks in here. He is bright and aggressive with plenty of drive—the kind we dream about. He has sold plenty of goods but has no technical background. However, I don't want to lose him and feel sure I can give him the necessairy product background within a year."

The top executive might then reply: "Well, use your own judgment on that. Such salesmen are scarce enough and I can appreciate your problem."

The manager might then mutter to himself: "All this is what I've been doing right along—favoring the engineering degree but hiring good men without it but with varying degrees of technical background, when it seemed justified."

If the general sales manager had not interpreted back in this case he would have followed instructions which the top executive had given but had not really meant. What was really accomplished by this discussion was a discharge of anger by the top executive, which probably cleared his mind for constructive thinking.

3. Present one idea at a time

People do not sustain attention for long periods. It has been found that attention fluctuates in cycles. This means that your listener will be drifting in and out of focus on what you are saying and therefore missing the things you say while he is out of focus. So when you are trying to explain something, don't parade a whole series of ideas before him. If you do, many of them will get lost.

To make sure your listener has grasped an idea you should make him think about it twice.

However, you can't just repeat what you have said since you will both bore him and condition him to stop listening immediately after you first state an idea. You have to say something which will make him return to the original idea. One way of getting him to do this is to mention something that would result from the original idea.

For example, suppose you say to a salesman, "You'd better start calling a little more often on new prospects instead of devoting so much time to present customers." Instead of stopping there you can reinforce this idea by adding, "You'd probably gain more than you'd lose even if you'd have to trim your calls on present accounts." The follow-up statement not only anticipates an objection he might raise but helps him grasp the original idea which may have registered only dimly when you first stated it.

Furthermore, sustained concentration is fatiguing. The listener needs to release tension by expressing himself. Encourage him to say something after you have presented an idea. Otherwise, the accumulated tension built up while listening will distract him. Say anything calling for a response, such as, "You may have thought





The new facility rescues chilled juice products from the obscurity of the dairy case. It holds 246 quarts; provides customers with quick product identification and easy self-service; eliminates the out-of-stock problem; drastically increases sales of orange juice and jumps sales of other chilled

juice products to a profitable figure, and returns to the food store a net profit far beyond that usually received from a similar amount of floor space.

The David White Instrument Co., and its subsidiary, Realist, Inc., had a unique problem.

Printed media, radio and television helped to identify the Realist as a 3-D camera but could not give the consumer full appreciation and understanding of it. They needed a P-o-P item that would bring home the salient facts and excitement of three dimensional photography.

The display shown above solved the problem.

A large transparency, showing brilliantly colored goldfish, attains amazing depth and, framed in white, draws the initial attention. A Realist stereo hand viewer is placed conveniently beside a grouping of William Holden slides (they're duplicates of originals he shot during filming of "The Bridge on the River Kwai"). Copy invites the customer to "See for Yourself."

the customer to "See for Yourself."

Actaully, the display has paid off in a big way—the path of interest has been from the display to the camera itself. Anticipating this, the company has provided retailers with a small two-color card, equipped with a small tab, for placement atop a Realist camera.





Attracted by the word "Free" in red, customers read further and discover that the company offers them their first roll of color film free and will develop the pictures and mount them for viewing—without charge. All they have to do is fill out the registration card that comes with camera.

of this yourself." Then pause for his comment.

4. Get acceptance of one idea before moving on to the next

Listening without protest does not necessarily imply acceptance of what is being said. The idea may not have fully penetrated or it may have been twisted by the listener into something he wanted to hear or could accept more readily. Therefore, before moving on to a second idea, elicit from your listener some reaction to the first one.

If you ask what he thinks of your idea, he must mentally take hold of it in order to comment on it. If you say, "You will agree we have things pretty well organized around here," he may nod, not because he has examined your idea and agrees, but simply because he doesn't want to bother thinking, or because he is impatient to hear what you are getting at. You have to get him to think independently, rather than frame his answer for him. It would be better to put the question this way: "We seem to have

things pretty well organized around here. What do you think?"

5. Be explicit

Say what you mean as precisely as possible. The more explicit, the better. Whenever you have to make a generalization, always give examples. As you move toward generality you are in danger of becoming ambiguous.

People are often ambiguous when they aren't sure themselves of what they mean, or are afraid of committing themselves. They approach an objective indirectly, hoping that if they make a vague statement, the listener will clear up the situation for them, by saying or doing the right thing. Often, the listener interprets the ambiguity incorrectly, and does something that goes wrong. The speaker then labels him a fool who never can get anything right.

Let's take just one example.

Consider for a moment a sales manager bewildering a salesman: "John, you're riding the expense account too hard. Not that we don't want you to entertain. Entertaining is important

in making sales, and I know you've been bringing in orders, but try to go a little easier."

Does the manager mean that the salesman's expenses have been running high compared to those of other salesmen, or for the territory itself, or for the volume of business brought in, or compared to a standard set up by the company? Does the manager want him to trim expenses even if the salesman feels he will risk losing orders?

The manager ought to review with the salesman the entertaining he has actually been doing, getting down to cases. Together they could arrive at ways of cutting expenses, if this were warranted. The salesman would then have a clear-cut view of the manager's thinking and, in addition, would accept changes more readily since he would have participated in suggesting them.

▶ The above five techniques have dealt with transmitting ideas from one person to another. The bridge of words that is built to span the gap between two minds must be constructed carefully. Two people start out on opposite sides of the gap and feel their way toward each other. The five techniques above will help them meet in the middle.

Transmitting ideas, while of major importance, is not the whole story of communicating. Motivating the other person to listen, to evaluate with an open mind, to respond with his ideas and feelings, and to do what you request if it is reasonable is the other crucial factor.

There are techniques for motivating, as well as for transmitting ideas, and these have to do more with feelings and emotions than with intellect.

They are:

6. Be responsive to emotions

Generally, in any discussion a current of feeling flows as ideas are exchanged among the participants.

Let's consider for the moment two

people speaking with each other.

As they talk, either of the participants may express anger - through criticism, sarcasm, ridicule, and outright swearing.

He may express anxiety - through explicit comments about his source of worry, requests for reassurance, lingering on a subject after its immediate aspects have been exhausted, and frequent interruptions because he can't wait to air his worries.

He may express guilt-through selfdeprecatory comments, little confessionals of misdeeds, and resolutions

to do better.

And he may express joy - through references to happy events, comments about people and things he loves, and

happy exclamations.

These expressions of feeling are woven into the fabric of the conversation, sometimes so subtly as to be almost indistinguishable from the threads of ideas. Nevertheless, they must be responded to if the desired motivation is to be established. This is done through encouraging expression; sympathizing; reassuring; and

▶ Encouraging expression. Whenever the other person expresses emotion try to draw him out. The more he releases the pent-up tension from the emotion, the more comfortable he'll be-and the more appreciative of you as a source of enjoyable discussion. Blocking his expression of emotion will, on the other hand, frustrate and irritate him.

For example, if a salesman says to you, "My customers have surely been giving me a hard time lately," the wrong thing for you to say at this point is something like, "You have to expect that kind of thing every so often. Keep after them." What the salesman wants is a ready ear and not a ready answer. He is trying to establish an opening that will permit him to express anger at his customers and, possibly, anxiety about his own performance. It would be better to merely ask, "What happened?"

► Sympathizing: A solid contribution to rapport is made when you express appreciation of the other person's feeling. When he expresses anger or anxiety, it is wise for you to tell him that you understand the way he feels. This has nothing to do with whether or not he is justified in his feelings or whether or not you would feel the same way. You are merely expressing sympathy. And sympathy sparks communication.

Suppose, for example, an engineer in Research and Development says to you, with some annoyance, "Those fellows in Sales must think we're magicians. They make impossible demands. They come to us with all kinds of customers' problems and expect us to give them the answer in the next breath." One way to ir.crease his irritation is to reply, "Well, they're just trying to do the best they can for their customers in order to get more business."

All you've done is made him feel foolish for being angry at the people in Sales and this only serves to make him angry at you. It would be much better for you to say something like, "I can understand the way you feel. It is annoying to have all kinds of impossible demands made on you."

He doesn't want any logic at this point. He just wants someone to accept what he is saying and to sympathize with him. After you have expressed your understanding of his feelings, you can then work in a reference to the point of view of Sales.

Reassuring: When a person expresses worry, the first impulse of the listener is to reassure him immediately that everything will be all right. While, on the face of it, this seems helpful, it actually bottles up the anxiety in the worrier. The listener's reassurance seems to put an end to discussion of the matter, leaving the worrier with pent-up anxiety. The better thing to do is to draw him out further and then reassure him.

For example, suppose a department head says to you, "There's been a lot of absenteeism in my department lately and I can't account for it. I keep waiting for the boss to tap me for some on-the-carpet treatment." You probably mean to be friendly when you reply, "This is the season

Note to

Sales Management

readers:

You can't possibly see all the "Frustrated Freddies" (see facing page) who would like to call on you. But you do make media decisions. So, we suggest you keep in mind that media advertisements in this and every issue of Sales Management may contain information that could help you see advertising values that fit your sales programs.

for colds and a lot of people are probably out sick." However, you are just closing the subject, and while he might appear to agree with you, he is still left with his uncomfortable feeling of anxiety.

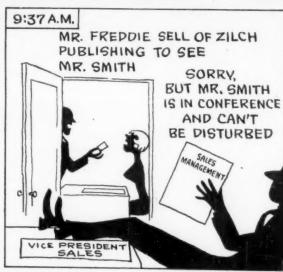
The better thing to do would be to explore with him a little further the possible causes for the absenteeism. Ask him what he thinks it is. Ask him about any changes that might have taken place in his department. Pick up any leads he might furnish in his replies and explore these further with him. All the while you're doing this, he is letting out some tension just by talking about his prob-Then, you can end the discussion by giving him some reassuring statement.

Praising: When you praise another person you make yourself a source of pleasure to him and thereby encourage him to communicate with you. Be generous with your praise. When a man does a good job or contributes a worth-while idea, compliment him for it. Be alert to implicit requests for praise.

7. Give of yourself

When you share your ideas and

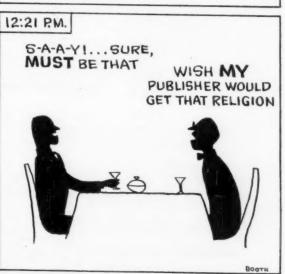














AMONG WOMEN

Insured Readership

AMONG MEN because the Courier-Express is undisputedly Buffalo's leading financial and business paper-most complete in its sports coverage and first with final results of most sporting events.

AMONG WOMEN because its daily special women's pages and features have a particularly strong appeal to homemakers. AMONG BOTH because of its crisp and authentic local, national and world news coverage, its clean format, its outstanding feature writers and comics, and its complete reporting on radio, TV, the movies and theatre.

THIS INSURED EDITORIAL READERSHIP CAN ONLY MEAN INSURED ADVERTISING READERSHIP FOR YOUR SALES MESSAGES.

FOR ECONOMY-for more advertising for your dollar concentrated on those with more dollars to spend-use the Morning Courier-Express. FOR SATURATION -use the Sunday Courier-Express-the state's largest newspaper outside of Manhattan.

ROP COLOR available both daily and Sunday

Buffalo Courier-Express

Western New York's Only Morning and Sunday Newspaper

Member: Metro Sunday Comics and Sunday Magazine Networks Representatives: Scolaro, Meeker & Scott Pacific Coast: Doyle & Hawley



Wheaton serves Alaska, our new 49th state, by air. Also Hawaii, Germany and many other foreign countries by land and sea. It's your safest move for personnel, exhibits and office equipment.



General Offices: Indianapolis, Indiana

LONG DISTANCE MOVING

COAST TO COAST

in the West, call

OVER 500 AGENTS IN ALL PRINCIPAL CITIES feelings with another person, he is motivated to respond in a similar manner. Therefore, giving of yourself results in getting richer communication from the other person. Try to get into the habit of expressing your ideas and feelings freely within the bounds of discretion. Of course, one can't tell everything, but many people are much too secretive by habit rather than through necessity. They seem to carry on their interpersonal relationships with the attitude that the less the other person knows about them, the better off they are. This is a mistaken notion which leads only to reticence on the part of others.

For example, suppose you are interviewing a job applicant. You want him to speak freely and to reveal enough of himself so that you can properly evaluate his suitability for the position in question. He is on his guard. He wants to present himself as impressively as possible. The best way to drive him into hiding is to resort to a cross-examining approach. The best way to draw him out is to make the interview an easy give-andtake discussion. This means giving on vour part, as well as his.

When the applicant talks about his schooling you might mention something about yours. When he talks about what led him into this particular line of work you might mention your motivations in this respect. If the discussion happens to touch on some unrelated subjects such as sports or music or fiction, express some of your preferences as well as asking about his. On occasion, you can lead the way in bringing out your attitudes rather than necessarily having him first express his. This willingness on your part to reveal yourself encourages him to open up.

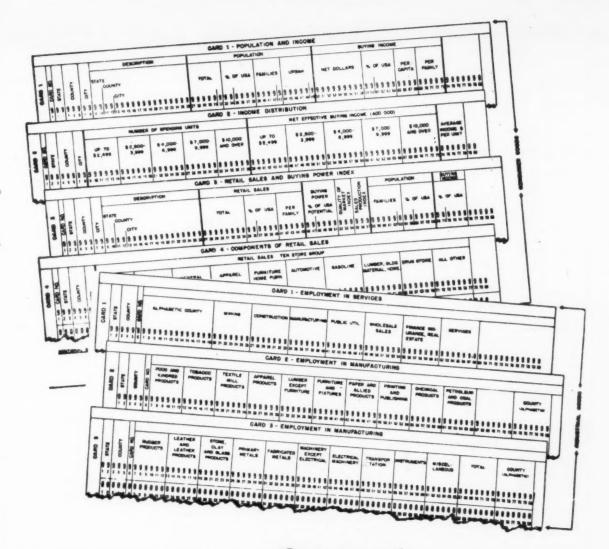
Avoid guardedness. It implies that you have something to hide, and makes people distrust you.

Skill in communicating can be developed only through practice. As with all skills, just knowing the rules is not enough.

In the communication skill workshops we conduct for managers and salesmen of client companies, practice is stressed. In these workshops, four techniques are used:

Discussion of human psychology as applied to communication; role-playing; creating of dialogue; and analysis of actual communication problems.

The problem of having minds meet in business and industry is a crucial one. How many millions must be lost each year through misdirected and misunderstood communication, and communication that fails to motivate! •



Use them for fast, *Automatic* territory analysis

By using only those cards conforming to your particular sales territories, you can conveniently apply the May 10, 1958 SALES MANAGEMENT Survey of Buying Power to your own market areas.

Market Statistics, Inc. will prepare these IBM analyses for you quickly. Or if you have your own IBM installation, you can prepare them automatically in your own office, as do over 200 leading companies today.

In addition to the factors shown above, many other specialized indexes are available on county cards; Index of Urban Demand (for styled merchandise), Index of Office Equipment Demand, Index of Resort Activity, Growth Factors (to isolate areas of rapid or slow growth) TV homes as of January 1, 1958, plus all major Census marketing benchmarks (age, distributions, etc.)

It is only necessary to determine what factors (or combinations thereof) would reflect demand for your product. If you have any questions on this, you may without obligation consult with our staff for correlation studies of your own sales to isolate your key marketing factors.

MARKET STATISTICS, INC.

RESEARCH CONSULTANTS TO SALES MANAGEMENT MAGAZINE

630 Third Avenue, New York 17, N. Y .-- YU-6-8557

SALES MANAGER

Industrial Maintenance

Established manufacturer of Industrial Maintenance paints -- Waterproofings and Floor Maintenance specialties. Headquarters in Cleveland, Ohio.

We are looking for an enthusiastic man with progressive thinking. An executive-type man who will reflect our "Forward Look."

Following qualications:

- Age 35 to 50
- · Sales experience selling direct to Industrial markets
- Hiring and training Salesmen and Field Supervisors
- Strong promotional and merchandising experience
- We can offer the following: Salary commensurate
 - with position · Annual bonus on increased
 - sales of Company Security
- Voice in Company policy When answering please give de-

tailed resume of previous experience and latest photograph. All replies are held strictly confidential. Our employees have been notified of this advertisement.

A RARE opportunity.

THE GARLAND COMPANY

3748 East 91st Street Cleveland 5. Ohio



A MODEL FOR **EVERY PURPOSE**

Tell your story better with an Oravisual easel. You have 26 models to choose from

Write for free 24 page catalog.

ORAVISUAL CO. Box 11150

St. Petersburg 33, Florida

INCREASE YOUR PRESTIGE

It pays off! Exciting, profitable things can happen to the man whose book is published under our plan. He gains recognition. Our books are written up in the N. Y. Times, Saturday Review, Winchell, Ladies' Home Journal and all key media.

FREE! The behind-the-scenes story of book pub-lishing revealed in two brochures. Learn how you can get 40% royalties, local-national publicity and greater social-professional stature. Prompt editorial appraisal of manuscripts. Write S. Post, Exposition Press, 386 4th Ave., N. Y. 16

SALES MANAGER - DOG FOOD

Top level position for Sales Manager experienced in promoting food products, preferably canned dog food, to chains and wholesale grocers. Terri-tory East of the Mississippi, Relocate near tory East of the Mississippi. Relocate near Cleveland, Ohio. Write giving age, experience and salar

S. E. MIGHTON CO., Bedford, Ohio

MARKETING ADMINISTRATOR

Top experience in marketing research, planning and execution of advertising and sales promotion grams, audio-visual communications, sales meeting planning and programming, Budget control and sales analysis.

Have initiative and experience necessary for relieving major sales executive of marketing responsibility. Write Sales Management, Box Number 4027.

SALES GAINS AND LOSSES

This has been a record year for Hudson Pulp and Paper Corp. Sales for fiscal '58 (ended Aug. 31) were \$62,764,919, a seven percent increase over the \$58,719,320 volume of the previous year. The company reports that a significant portion of this rise can be attributed to sales of household paper products, which were up 20%. Success with a household item is also evident in the sales increase recorded by Sandura Co. This maker of the relatively new Sandran vinyl rugs and floor coverings showed a nine-month volume of \$13,620,964, an impressive figure when compared with the \$8,600,115 of the similar period in 1957.

All figures are shown in millions of dollars.

UP-32

DOWN-30

Company Per	riod	1958	1957	Company Po	eriod	1958	1957
Allied Paper Corp.	9 mo.	29.4	28.4	Aeroquip Corp.	yr.	35.7	42.8
Allied Stores Corp.	3 mo.	156.7	148.4	Air Reduction Co.	9 mo.	128.8	140.9
Amalgamated Sugar	yr.	57.1	52.7				
Associated Dry Goods Corp.	3 mo.	64.8	55.5	Borg-Warner Corp.	9 mo.	396.0	459.4
				Buffalo-Eclipse	3 mg.	4.6	5.0
Burgess Battery	6 ma.	9.0	8.5				
Clinton Engines	6 mo.	17.2	14.5	Combined Locks Paper	6 ma.	9.3	9.7
Duplan Co.	yr.	21.4	19.3	Drackett Co.	yr.	19.5	26.7
Duro-Test Corp.	yr.	11.7	11.5	Duriron Co.	9 mo.	9.1	11.5
Federated Dept. Stores	3 mo.	159.4	153.2	Elder Mfg.	6 mo.	5.5	7.2
Florida Steel	yr.	24.2	22.9	Liber mig.	O mon	0.0	
Gimbel Brothers, Inc.	3 mo.	96.0	92.3	Goebel Brewing	9 mo.	12.8	17.6
Gimuel Grothers, Inc.	J mo.	30.0	26.3				
Hamilton Watch	5 mo.	8.7	7.7	Hecht Co.	3 mo.	24.7	24.9
Hudson Pulp and Paper	2 11101	0.7	***	Hercules Motors Corp.	yr.	20.0	61.4
Corp.	ут.	62.8	58.7	Houdaille Industries	9 mo.	42.5	01.4
D. S. Kennedy & Co.	6 mo.	9.1	4.0	Lamson Corp. of Delawar	re 9 mo.	10.4	10.6
Kimberly-Clark Corp.	6 mo.	173.2	163.6				
King-Sealy Corp.	3 mo.	9.6	9.2	McCloud River Lumber	6 mo.	4.9	5.0
				Miami Copper	9 mo.	14.2	22.3
Matthiessen & Hageler Zin	c yr.	14.0	12.1	Minnesota & Ontario Pap		FQ F	62.3
Michigan Chemical Corp.	9 mo.	7.4	7.0	Co.	9 mo.	58.5 9.5	12.1
Montgomery Ward & Co.	3 mo.	295.3	290.0	Modine Mfg. F. E. Myers & Bro.	9 mo. yr.	12.3	13.1
Northwestern Steel & Wire	3 mo.	18.0	13.7				
				National Vulcanized Fib	re 9 mo.	11.6	15.0
Pepsi-Cola General Bottlers	9 mo.	14.5	13.6				
Piper Aircraft Corp.	yr.	27.1	26.6	Opelika Mfg.	yr.	18.5	19.3
	1						
Reichhold Chemicals	9 mo.	54.4	50.3	Pennsalt Chemicals Cor	p. 9 mo.	59.3	61.4
Rose Marie Reid	ут.	14.1	13.6	Penobscot Chemical Fib	re 6 mo.	8.9	9.4
Rubbermaid	yr.	21.5	21.1	Progress Mfg.	9 mo.	14.9	16.3
Sandura Co.	9 mo.	13.6	8.6	Booting Toka	9 mo.	13.1	13.2
Southern Bleachery &				Reading Tube Robertshaw-Fulton Conti		49.6	55.2
Print Works	yr.	13.9	13.4	Nugerishaw-Fulton Conti	013 3 1110.	45.0	-
St. Croix Paper Co.	9 mo.	10.9	9.1		0	13.8	17.2
				Sealed Power Corp.	9 mo.	19.9	22.5
U. S. Plywood Corp.	3 mo.	61.9	54.8	Standard-Coosa-Thatcher L. S. Starrett	Co. yr. 3 mo.	2.7	3.4
Waste King Corp.	6 mo.	9.2	8.7				
West Virginia Pulp	yr.	208.0	199.9	Thermo King	9 mo.	12.0	12.5

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American Telephone & Telegraph Company, Inc. 63 Agency: Cunningham & Walsh, Inc.	This ladex is provided as an additional service. The publisher does not assume any liability for errors or omissions.
Associated Business Publications	
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Agency: Baldwin Bowers & Strachan	ADVERTISING SALES
	VICE-PRESIDENT, SALES Randy Brown
CBS-TV Spot Sales	SALES PROMOTION MANAGER
Agency: Foote, Cone & Belding Cubana Airlines	Philip L. Patterson
- Company	Asst. to Vice-President, Sales Cecelia Santoro
Dale Carnegie Publishers, Inc	ADV. SERVICE MANAGER
Denver-Chicago Trucking Company 45 Agency: Galen E. Broyles Company	Madeleine Singleton
Detroit News	PRODUCTION MANAGER Virginia New
Dinkler Hotels	
	DIVISION SALES
Exposition Press	New York—W. E. Dunsby, Wm. McClenaghan, Elliot Hague, Howard Terry, Robert B. Hicks, Dan Callanan, John A. Spooner, 630 Third Ave., New York 17, N. Y., YUkon 6-4800.
Good Houskeeping	Chicago—C. E. Lovejoy, Jr.,
Greensboro News-Record	Western General Manager; W. J. Carmichael, Western Advertising Director; John W. Pearce, Western Sales Manager; Thomas S. Turner, 333 N. Mich-
Jam Handy Organization2nd Cover Agency: Campbell-Ewald Company Hearst Magazines10-11	igan Ave., Chicago 1, III., STate 2-1266; Office Mgr., Vera Lind- berg.
Agency: Lynn Baker, Inc. Heating, Piping & Air Conditioning : 24 Agency: McLain & Associates Advertising	Pacific Coast—Warwick S. Car- penter, 15 East de la Guerra,
Schuyler Hopper Company	Santa Barbara, Calif., WOod- land 2-3612; (space other than publication or broadcasting ac- counts), M. A. Kimball Co., 2550
Indianopolis Star & News	Beverly Boulevard, Los Angeles 57, Cal., or 681 Market St., San Francisco 5, Cal.
International Paper Company	
Wilson Jones Company 75	Life International Agency: Young & Rubicam, Inc.
•	Los Angeles Times
KGVO-KMSO-TV (Missoula, Mont.) 25	
KHJ Radio	
Kleen-Stik Products Company	McCall's

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HUGHES PRINTING	CO.

TODAY'S ADVERTISING

Policies

Trends

People

reopie

by Lawrence M. (Mike) Hughes

YUle 3

In Manhattan lately YUkon 3 has been busy—solely for R. H. Macy & Co. Some 75,000 tiny tots who daily dial YU 3-2121 get a jovial plattered greeting from Santa Claus, North Pole (104 Broad St.) The problem, however, has been complicated by the fact that more kids can count to 3 than can reach Y in the alphabet. So a lot simply dial ANy old 3-2121. Sometimes N.Y. Tel. Co. gets them transferred.

But such is said to be the power of Macy's that its board chairman, Jack Straus, deliberately dialed a WRong 3-2121. A motherly old voice reproved him: "Young fellow, if you aren't more careful, you'll get a lump of coal in your stocking!"

Everything

For folks with "everything" there are still: (1) the new Lincoln car with separate front and back seat radios; (2) a "Mona Lisa of Hereke" Oriental rug, \$250,000, from W. & J. Sloane; (3) a Fisher President III hi-fi set, \$2,595; (4) a platinum Norma multicolor pencil, \$550, or (5) at Brooks Brothers, a \$22.50 liquor case "that appears to be two leather-bound volumes, titled 'Paradise Regained.'"

Tags

The only place at Montego Bay, Jamaica, B.W.I., where I saw price tags was Woolworth's. Even in shillings and pence I felt safer there than, say, with Stonewall Jackson, the corner shoeshine boy who demanded 50 cents for slicking my old moccasins.

Somehow, I survived a week without TV and with only two glimpses at the Jamaica Daily Gleaner, which concentrated on cricket scores. U.S., British and Carib magazines were fairly plentiful. The local radio was sustained Calypso.

But living with distributors and dealers (Fedders-Quigan) I learned a few things about how "appliances" ultimately get sold. . . One new friend A. J. (Tony) Augustinelli of Charlot Appliances, Rochester, urges me to tell you that for 1959 he has stepped up his objective 25% to \$2.5 million.

McCall's

The 12 who left McCall's were widely publicized. Less was said of the 44 of 50 who continue in editorial and the 46 of 52 still at work in advertising there . . . VP George Allen expects the magazine's promotion budget, plans for which are not complete at this writing, to be largest ever. McCall's January 1959 issue closed with 8% more advertising lines and 18% more dollars than January 1958.

Advertisers

Light: Olin Mathieson's Ecusta Paper division, Pisgah Forest, N. C., issues a chart on advantages of lightweight paper to cut mailing costs.

Budgets: Two-thirds of ANA members plan to spend more for advg in 1959; 22%, the same; 11%, less.

Distaff: Is "womanpower" still untapped? Ford's George Walker finds "32 million women over 15 years who don't drive." Heublein starts to show women consuming their share of pre-dinner cocktails.

Names: Every "name" ultimately becomes an allaround "authority." My friend Amy Vanderbilt leaves Etiquette long enough to sound off for Trading Stamps.

Slogans: In a test of 50 slogans in the N.Y. met area, R. H. Bruskin Associates, New Brunswick, N. J., found highest sponsor ID (male and female) for Gillette's "How are you fixed for blades?" This achieved 77%. Then came "You can be sure with ——— (Westinghouse), 71%.

Profits

Four A's chairman, Dave Danforth of BBDO, tells the ANA that agency profits definitely aren't what they used to be. In 1957 they were only 4.1% of "own gross" (the 15% and fees) and only 6/10 of 1% of billings.

Media

Diversified: Outdoor is a medium for more than beer and booze, gasoline and gas-buggies. At my request OAI digs up a partial list of new and reinstated outdoor advertisers in 1958:

Agri. chemicals, air-conditioners, apples; bake mixes, boats, brassieres; cake mixes, candy, chain saws, coffee, cookies; paper products, picnic chests, potato chips; shaving cream, shoe polish, soft drinks, soups, sporting goods; tobacco, tourism, trading stamps, . . . and foil wrap, insurance, reducing systems.

Official: TvB's Pete Cash gloats that his medium (now at a \$1.5 billion gross annual rate) finally gets itself into the Dept. of Commerce quarterly Survey of Current Business. . . . The bureau's own budget has been upped from \$860,000 to \$940,000 in 1959.

Rates: Between 1946 and 1948, ANA reports, daily newsp. circ. rose 11.4%—while rates (based on 5,000 lines) climbed 74.4% and rates per million, 56.6%.

Misc: Life's "Picture Cook Book" (\$13.50) revives the ancient habit of hunger. . . "Premium and incentive sales" are said to have increased 15% in 1958. . . . Augusta Chronicle and Herald, Columbus Ledger and Enquirer and Macon Telegraph and News form the Georgia Group, and offer group and volume discounts, via Branham Co. . . . A Pulse study for RAB finds that, during two-thirds of the broadcast day, radio reaches more adults than does TV.

McCall's Use-Tested Tag

helps sell Hardwick Gas Ranges

to Virginia builder

When Community Builders, Inc., came to select built-in ranges for the 360 homes it is erecting in Sleepy Hollow, Va., it chose Hardwick as standard equipment for buyers preferring gas fuel.

WHY?

In the words of W. F. Johnson, Hardwick's sales manager, "Mr. Herman Greenberg, builder of the project, selected Hardwick on the merits of its performance, design, and the approval of McCall's testing laboratory. (italics ours).

"This is just one of the many ways the McCall's Use-Tested Tag has helped us in promoting Hardwick Ranges. Our thanks to McCall's for this well planned, widely accepted program."

McCall's Use-Tested Tag is designed to help you sell more merchandise, whether your customers are consumers, retailers or builders. And it works. Are you using it?

McCall's, THE MAGAZINE OF TOGETHERNESS, CIRCULATION NOW MORE THAN 5,300,000



IN McCALL'S TEST ROOMS we test a great variety of new appliances and products. We use them to cook meals, wash clothes, clean rooms – just the way you do in your own home. That's why, when we have tested a product and like it, we believe you'll like it too.

HARDWICK

AUTOMATIC GAS RANGE

gave us excellent cooking and baking results

We used it for a full round of home cooking — baking cakes and oven meals, panning vegetables and brölling meats. From frying an egg to baking a perfect angel cake, this range performed excellently. Evenness of browning in the oven and by the top burners was noteworthy.

We found it offers many conveniences that save time and trouble — assure better cooking. The automatic top burners ton special models) are wonderful news—they give accurate temperatures without pot-watching. Also available are clock with four hour timer, appliance outlet, lighted back panel.

We were pleased with the styling. Smooth lines and easily removed parts make this a simple range to keep clean.

FEATURES WE ESPECIALLY LIKE:

BALANCED HEAT OVEN — consistently good performance.

SPEEDY EFFICIENT TOP BURNERS — all speeds plus click-stops for

AUTOMATIC PROTS - on all top burners. Oven has safety cut-off, optional automatic pilot.

EASY TO KEEP CLEAN - parts slip out for washing.

USEFUL EXTRAS - choose clock with four hour timer, light, electric outlet - as desired.

AUTOMATIC TOP BURNERS (optional) — give full heat to start, then adjust automatically to exact temperature setting.

Printed in U.S.A

we used it and we like it!'

Community Builders' "Raleigh"
—one of four models using
Hardwick Built-in Ranges ... and, incidentally,
certified by McCall's-sponsored Congress on Better Living.



Women stake their claim... to the Chicago Tribune Magazine

Women make a beeline for Chicago's bestread magazine...and so do advertisers who use it to sell women.

In fact, they place more advertising in the Chicago Tribune Magazine than in most national publications. Only four national magazines—Life, Business Week, the Post and New Yorker - carry more total linage.

Obviously, women respond to the Chicago Tribune Magazine. And no wonder. 95% of the women in nearly 1,200,000 families read it every week.

This effective medium can attract more women to your brand in Chicago.

To be BIG in Chicago, be BIG in the Tribune!